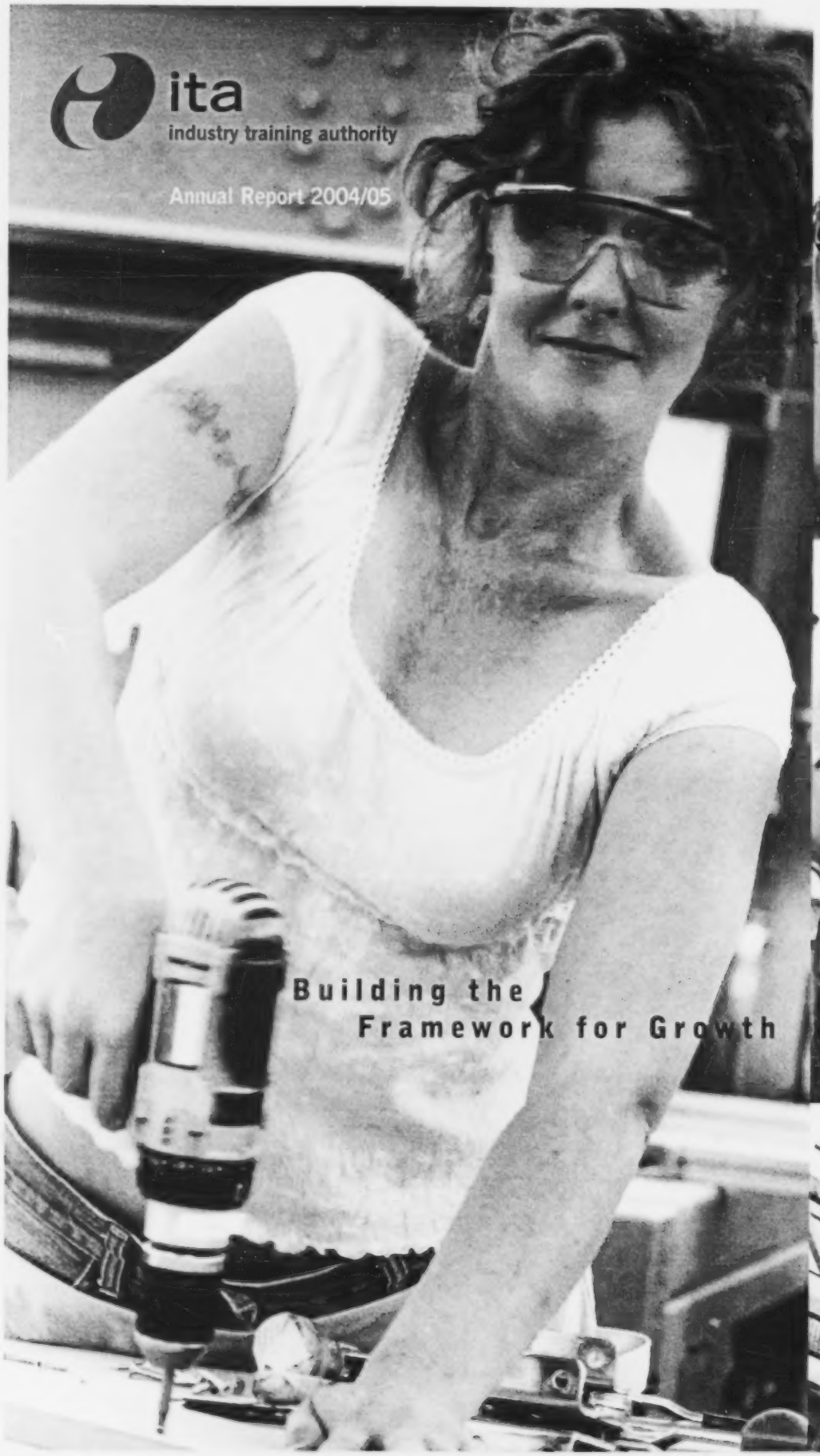
ita
industry training authority

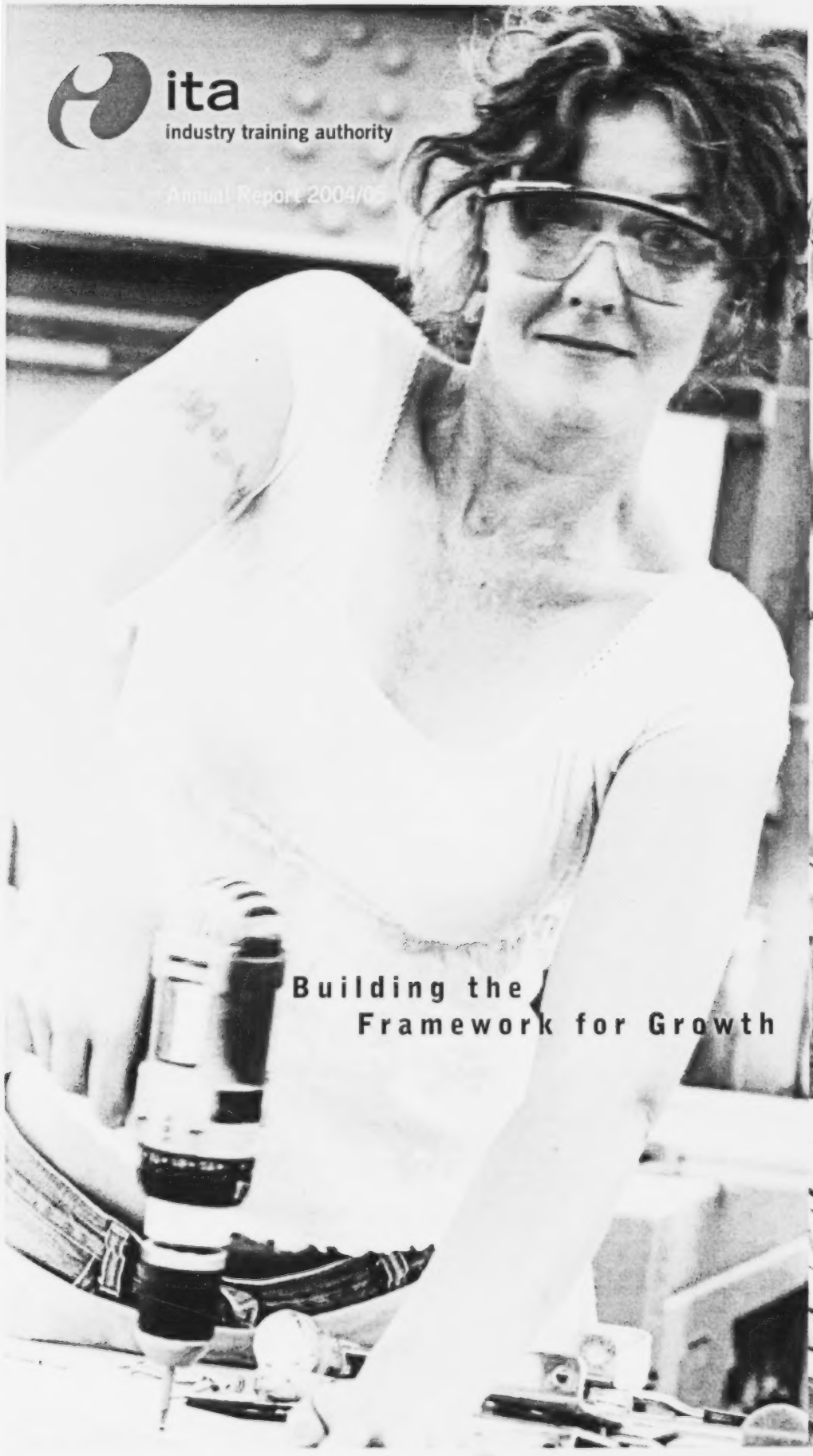
Annual Report 2004/05



Building the Framework for Growth

ita
industry training authority

Annual Report 2004/05



Building the Framework for Growth

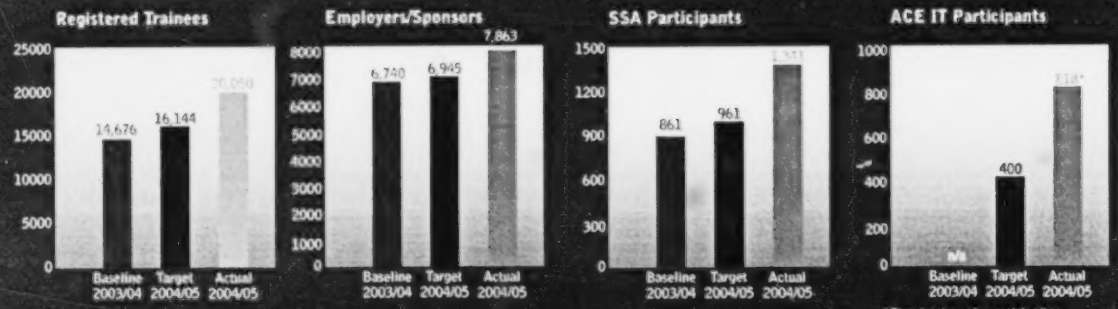
2004/05: Building the Framework for Growth

This report describes the Industry Training Authority's efforts to build a framework for growth – and to meet urgent demands on the part of employers and workers in BC – during its first full year in operation. The graphs on this page provide a snapshot of the apprenticeship system at the start of the fiscal year, and of what the ITA has been able to achieve.

Historic Performance: Total Apprentices and New Registrations

Total apprentice figures from 1990-2002 and those from 2004 to the end of the 2004/05 fiscal year are not precisely comparable – as a result of the implementation of refined classification and tracking procedures – but do provide an indication of relative participation levels over time. Sufficiently comparable numbers are not available for the 2003 transitional period immediately prior to when the ITA was formed.

2004/05 Performance: Key Measures



See "Report on Performance" (page 7) for more details.

Table of Contents

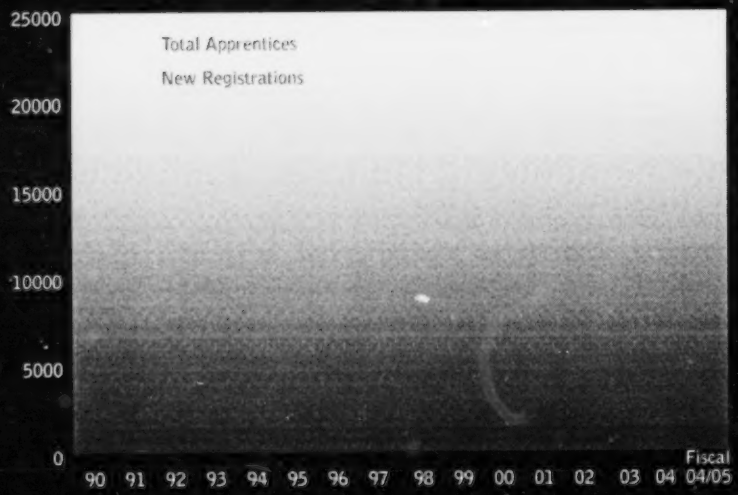
Message from the Chair	1
Message from the CEO	2
Year in Review: Highlights	3
Organizational Overview	4
Report on Performance	7
Alignment with Government's Strategic Plan	19
Financial Report	20
Corporate Governance	29
Glossary	31
Key Facts	32

Some of the photography used in this report was provided courtesy of Vancouver Community College and taken by Lauchlin McKenzie.

2004/05: Building the Framework for Growth

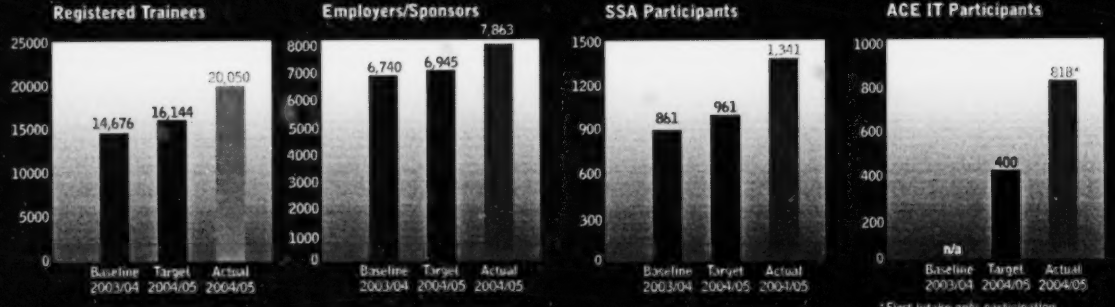
This report describes the Industry Training Authority's efforts to build a framework for growth – and to meet urgent demands on the part of employers and workers in BC – during its first full year in operation. The graphs on this page provide a snapshot of the apprenticeship system at the start of the fiscal year, and of what the ITA has been able to achieve.

Historic Performance: Total Apprentices and New Registrations



Total apprentice figures from 1990-2002 and those from 2004 to the end of the 2004/05 fiscal year are not precisely comparable – as a result of the implementation of refined classification and tracking procedures – but do provide an indication of relative participation levels over time. Sufficiently comparable numbers are not available for the 2003 transitional period immediately prior to when the ITA was formed.

2004/05 Performance: Key Measures



See "Report on Performance" (page 7) for more details.

Table of Contents

Message from the Chair	1
Message from the CEO	2
Year in Review: Highlights	3
Organizational Overview	4
Report on Performance	7
Alignment with Government's Strategic Plan	19
Financial Report	20
Corporate Governance	29
Glossary	31
Key Facts	32

Some of the photography used in this report was provided courtesy of Vancouver Community College and taken by Lauchlin McKenzie.

Message from the Chair

To the Minister of Advanced Education:

On behalf of the Board of Directors, I am pleased to present the Industry Training Authority's annual report for 2004/05. This was the year that we assumed our full responsibilities to govern and develop the provincial industry training system. Over the past 12 months we have begun to develop an improved industry training system – one that retains elements that continue to serve the province well, while capturing the potential of innovation and structural reform.

Our central objectives are to provide quality training to individuals, to achieve the growth required to meet rapidly expanding skilled labour needs, and to ensure quality standards are maintained and in many cases improved. We are moving towards stronger industry leadership in defining training requirements, and a more flexible program delivery model and policy framework. Experience during 2004/05 validates the merits of this approach.

Our focus during this fiscal year was largely on building the framework that will support growth and improved training outcomes in the years and decades ahead. We made significant progress in that regard.

As a result, we end 2004/05 with a much clearer picture of current training participation rates and outcomes, of the precise nature and scope of the change that needs to be brought about, and of stakeholder capacities. And we end the year with new policies and structures in place that are enabling us to align all of those elements to effectively meet BC's workforce development needs. New policies are providing flexibility and clarity – regarding such key elements as sponsorship of trainees, and recognition of prior learning – as well as rigorous quality-assurance.

A significant element of the new structure will be sector-oriented Industry Training Organizations, through which industry will take an expanded leadership role in determining training needs. A plan for the development of ITOs has been established, and prototypes will be launched in three sectors during 2005. This initiative is a key factor driving the evolution of our performance management framework for future years. (See page 7.)

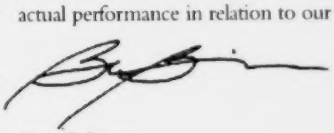
Other key focal points during the year included expanded opportunities for youth participation in industry training – most particularly through the launch of the ACE IT program (see page 2), and timely action on industry proposals for new programs to address unmet needs.

We are also ending 2004/05 in a much stronger position in terms of on-the-ground training results. Most notably, we have seen very strong growth in participation. As the following sections detail, we significantly exceeded our targeted performance for increased numbers of both registered trainees/apprentices and employers/sponsors offering training placements.

While a strengthening economy was no doubt a factor in this success, it is clear too that our efforts in program development and policy reform have played a major role.

My fellow board members and I – along with the management and staff of the ITA – are gratified by the eagerness of industry to assume a stronger leadership role, and by the commitment of all stakeholders to achieving improved training outcomes. This, we are certain, bodes very well for continued forward momentum in future years.

This annual report was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for its contents, including the selection of performance measures and how the results have been reported. The information presented reflects the actual performance of the ITA for the twelve months ended March 31, 2005. All significant decisions, events and identified risks, as of May 20, 2005 have been considered in preparing the report. The information presented is prepared in accordance with the *BC Reporting Principles* and represents a comprehensive picture of our actual performance in relation to our Service Plan.



Bev Briscoe
Chair, Board of Directors

105-06336/

Message from the CEO

To Our Stakeholders:

As you are well aware, 2004/05 was a year of significant transformation for the industry training system in British Columbia. The basis for this was a broad consensus that wide-ranging change was needed in order to meet the growing skills training demands in the province. The Industry Training Authority was established to effect that change.

We were tasked with creating streamlined governance, and ensuring that industry training becomes demand rather than supply-driven. Industry engagement and leadership is central to this new direction. Significant growth in training participation was targeted as a key outcome – for the benefit of both industry and individual British Columbians.

All this needed to be achieved within a challenging operating environment. The existing training system had to continue to function, at the same time that new approaches were launched and policies revised. Growing demand on the part of industry groups also required immediate attention.

Fundamental shifts of this type naturally lead to some uncertainties, anxieties and even controversy. This is particularly true with an institution as long-standing as apprenticeship – relative to which there are many deeply entrenched interests and firmly held perspectives.

As this report documents, the ITA has significantly advanced its objectives during 2004/05. We achieved or exceeded targeted performance with respect to most measures in our original service plan. We have built a very sound framework for growth, while achieving timely and tangible improvements.

From my perspective, some of the ITA's most fundamental accomplishments include:

- defining precisely what the concept of "industry leadership" will look like in practice, and beginning to implement it through the formation of prototype Industry Training Organizations;
- re-investing in quality assurance and program standards, as reflected in BC's renewed engagement in the inter-provincial Red Seal program, and in the launch of rigorous program reviews for key trades; and
- a major step forward in youth involvement in the form of the ACE IT program.

All of these remain key focal points as we move into 2005/06 and beyond, and we are targeting ongoing improvement with respect to each of them.

Challenges remain, relating to imperatives such as: ensuring sufficient industry willingness and capacity to assume a more direct leadership role; facilitating a smooth transition to an industry-driven system on the part of training providers; ensuring sufficient infrastructure to support and sustain growth in training participation; and analyzing and reversing the troubling trend of declining apprenticeship completion rates, experienced in BC and the rest of Canada over the last decade or more.

We are confident, based in part on the significant progress to date, that these challenges are entirely – albeit not easily – surmountable.

I'd like to thank our industry partners for their enthusiasm, innovation and willingness to commit their own efforts to training improvements; public and private trainers for continuing to provide the high-quality technical education for which BC has a deservedly strong reputation; and trade unions for their engagement in training delivery and their passionate advocacy on behalf of the skilled trades.

We are all in agreement about the need for growth and quality improvement, and at the ITA we believe a framework to achieve both is now in place. We look forward to continued progress in the years ahead, and to working with all stakeholders to ensure that BC's skilled labour needs are effectively met.

Brian Clewes
Chief Executive Officer

ACE IT: A New Entry Point for Youth

One of the single most significant and well-received initiatives undertaken by the Industry Training Authority in 2004/05 was the launch of the Accelerated Credit Enrolment in Industry Training program – or ACE IT.

ACE IT is a dual-credit program enabling high school students to get a head start on the technical training (school-based) component of their apprenticeships. Programs are developed as partnerships among school districts, local employers, and post-secondary training providers. Participants earn credit for at least level 1 apprenticeship technical training, as well as high school credits.

Uptake on the program has been extremely strong. While total participation of 400 was originally projected through the first two intakes, the total is now forecast to be more than 2,000 (by September, 2005).

ACE IT was launched with seed funding of $1.2 million – provided by the Ministries of Education and Advanced Education, and will be funded on an ongoing basis by the ITA. It is a complement to the existing Secondary School Apprenticeship program, which provides an opportunity to get a head start on the work-based component of an apprenticeship. Students can register in both, and be well on their way towards a trades credential by the time they finish high school.

Employment outcomes from the pilot projects on which ACE IT was based were excellent, and the ITA is providing participating school districts with additional funding to facilitate job placements for ACE IT students.

105-06336/

Message from the CEO

To Our Stakeholders:

As you are well aware, 2004/05 was a year of significant transformation for the industry training system in British Columbia. The basis for this was a broad consensus that wide-ranging change was needed in order to meet the growing skills training demands in the province. The Industry Training Authority was established to effect that change.

We were tasked with creating streamlined governance, and ensuring that industry training becomes demand rather than supply-driven. Industry engagement and leadership is central to this new direction. Significant growth in training participation was targeted as a key outcome – for the benefit of both industry and individual British Columbians.

All this needed to be achieved within a challenging operating environment. The existing training system had to continue to function, at the same time that new approaches were launched and policies revised. Growing demand on the part of industry groups also required immediate attention.

Fundamental shifts of this type naturally lead to some uncertainties, anxieties and even controversy. This is particularly true with an institution as long-standing as apprenticeship – relative to which there are many deeply entrenched interests and firmly held perspectives.

As this report documents, the ITA has significantly advanced its objectives during 2004/05. We achieved or exceeded targeted performance with respect to most measures in our original service plan. We have built a very sound framework for growth, while achieving timely and tangible improvements.

From my perspective, some of the ITA's most fundamental accomplishments include:

- defining precisely what the concept of "industry leadership" will look like in practice, and beginning to implement it through the formation of prototype Industry Training Organizations;
- re-investing in quality assurance and program standards, as reflected in BC's renewed engagement in the inter-provincial Red Seal program, and in the launch of rigorous program reviews for key trades; and
- a major step forward in youth involvement in the form of the ACE IT program.

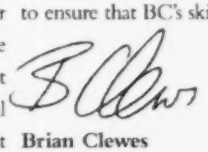
All of these remain key focal points as we move into 2005/06 and beyond, and we are committed to ongoing improvement with respect to each of them.

Challenges remain, relating to imperatives such as: ensuring sufficient industry willingness and capacity to assume a more direct leadership role; facilitating a smooth transition to an industry-driven system on the part of training providers; ensuring sufficient infrastructure to support and sustain growth in training participation; and analyzing and reversing the troubling trend of declining apprenticeship completion rates, experienced in BC and the rest of Canada over the last decade or more.

We are confident, based in part on the significant progress to date, that these challenges are entirely – albeit not easily – surmountable.

I'd like to thank our industry partners for their enthusiasm, innovation and willingness to commit their own efforts to training improvements; public and private trainers for continuing to provide the high-quality technical education for which BC has a deservedly strong reputation; and trade unions for their engagement in training delivery and their passionate advocacy on behalf of the skilled trades.

We are all in agreement about the need for growth and quality improvement, and at the ITA we believe a framework to achieve both is now in place. We look forward to continued progress in the years ahead, and to working with all stakeholders to ensure that BC's skilled labour needs are effectively met.



Brian Clewes
Chief Executive Officer

ACE IT: A New Entry Point for Youth

One of the single most significant and well-received initiatives undertaken by the Industry Training Authority in 2004/05 was the launch of the Accelerated Credit Enrolment in Industry Training program – or ACE IT.

ACE IT is a dual-credit program enabling high school students to get a head start on the technical training (school-based) component of their apprenticeships. Programs are developed as partnerships among school districts, local employers, and post-secondary training providers. Participants earn credit for at least level 1 apprenticeship technical training, as well as high school credits.

Uptake on the program has been extremely strong. While total participation of 400 was originally projected through the first two intakes, the total is now forecast to be more than 2,000 (by September, 2005).

ACE IT was launched with seed funding of $1.2 million – provided by the Ministries of Education and Advanced Education, and will be funded on an ongoing basis by the ITA. It is a complement to the existing Secondary School Apprenticeship program, which provides an opportunity to get a head start on the work-based component of an apprenticeship. Students can register in both, and be well on their way towards a trades credential by the time they finish high school.

Employment outcomes from the pilot projects on which ACE IT was based were excellent, and the ITA is providing participating school districts with additional funding to facilitate job placements for ACE IT students.

Year in Review: Highlights

The Industry Training Authority assumed its responsibilities on January 2, 2004 and became fully operational on April 1, 2004. It ended its first full fiscal year having significantly exceeded targeted performance on a number of key measures. Performance highlights are noted below, under several key themes.

New Training Programs

- Review and approval of the first new industry training program developed under the ITA framework – Residential Construction Framing Technician – within the organization's second month of full operation. Pilot training programs completed, with more than 200 trainees/apprentices registered at fiscal year-end.
- Review and approval of new Construction Formwork Technician training program completed. Pilot training programs initiated.
- Review and approval of new Residential Building Maintenance Worker training program completed – a program initiated within a First Nations community (by the Secwepemc Cultural Education Society), with broader applicability for many employers.
- Review and approval of new Reinforcing Steel Installer Program completed. Pilot training programs initiated.

Improved Training Programs

- Initiated the Electrical Program Standards Project – a review and update of provincial standards for the electrical apprenticeship and Entry Level Trades Training program. Contract awarded to an industry association (BC Construction Association) to lead review.
- Completed an industry-led update of the content and delivery of the Wall and Ceiling Installer training program (formerly referred to as the lather trade).
- Initiated the Cooking Program Standards Project – a review and update of provincial standards for the cooking apprenticeship. Contract awarded to Vancouver Community College to manage review, in conjunction with industry.

Innovation and Investment

- Strategic assessment of 39 industry training pilot projects (selected and funded by the Ministry of Advanced Education) completed and key learnings applied.
- Launch of Accelerated Credit Enrolment in Industry Training (ACE IT) – a major new initiative for youth – with $1.2 million in seed funding from the Ministries of Education and Advanced Education. (See page 2.)
- Significantly enhanced commitment to Red Seal participation, in part through contracting BC tradespeople and employers for workshops and occupational analysis reviews. Seven exams in BC's host Red Seal trades activated to the Inter-provincial Computerized Examination System.
- Various operational improvements at the Industry Training Centre, along with expanded service provision at Service BC locations throughout the province. New staff added at the ITC to handle increased volumes.
- Investment of $2.2 million to facilitate post-secondary training innovation, capacity expansion and new program delivery; $1.2 million provided for extra classes in existing programs, in response to high demand for Apprenticeship Technical Training.

Research and Tracking

- Research and fact-finding to gain further insight into results achieved by other jurisdictions that have undertaken industry training reform.
- New standardized monthly tracking of key performance measures implemented; November 2004 was a record month for new trainee registrations, and was later surpassed by registrations in March 2005.

Policy and Operational Improvements

- New policies developed and adopted, including more flexible definition of sponsorship, and clearer processes for challenging exams and obtaining credit based on prior experience.
- Initial draft of policy framework and implementation plan established for Industry Training Organizations – the vehicles for expanded industry leadership in areas such as labour-market needs assessment and program standards. (See page 7.)

Organizational Overview

The Industry Training Authority governs and develops BC's industry training system within a framework of strong industry leadership. It strives to create greater flexibility and accountability within the system, and to better align training outcomes with labour market needs. This is of benefit to both trainees and employers, and advances the significant public interest in ensuring that BC's workforce development needs are met. The ITA is guided by the following vision, mission and values.

Vision, Mission, Values

Vision: British Columbians have affordable access to quality, responsive, integrated and accountable industry training that will meet the needs of industry and trainees/apprentices.

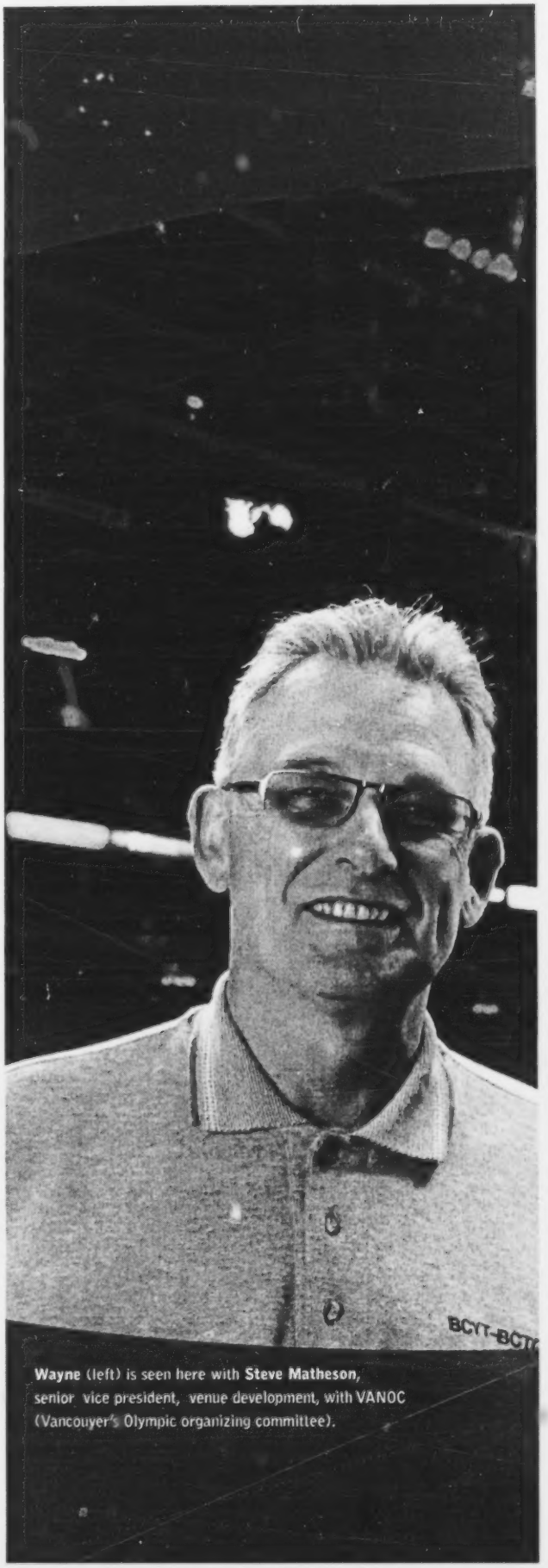
Mission: The ITA provides effective governance for British Columbia's industry training system, thus assuring a timely supply of skilled labour for industry and career development opportunities for British Columbians. The ITA facilitates industry leadership in the training system, thereby assuring the relevance and effectiveness of training outcomes.[1]

Value – Quality: Our standards will be clear, measurable and outcomes-based. Training will be current and relevant. We will use competitive training sources, while maintaining the highest standards of training.

Value – Skill Development Opportunity: Training will be accessible to British Columbians and we will recognize skills obtained in other jurisdictions. British Columbia credentials will be portable throughout the province and other jurisdictions. The system will be flexible and offer multiple paths and timeframes. We recognize the need to provide opportunities to trainees for personal development and life-long learning.

Value – Accountability: We will respond to customer needs and be considerate of all stakeholder inputs. We will answer to the shareholder (Government) and the public with integrity and openness. We will be performance based and meet our shareholder expectations, continuously assessing our training programs to ensure they meet the needs of our customers – employers and learners. We will also operate with fiscal responsibility, using criteria-based decision making, and achieve positive outcomes from the training dollars invested.

[1] This statement of the ITA's mission represents a refinement of the initial iteration that appeared in the Service Plan for 2004/05–2006/07. It retains key elements relating to effective governance, labour supply and career opportunities, while better emphasizing the critical element of industry leadership.

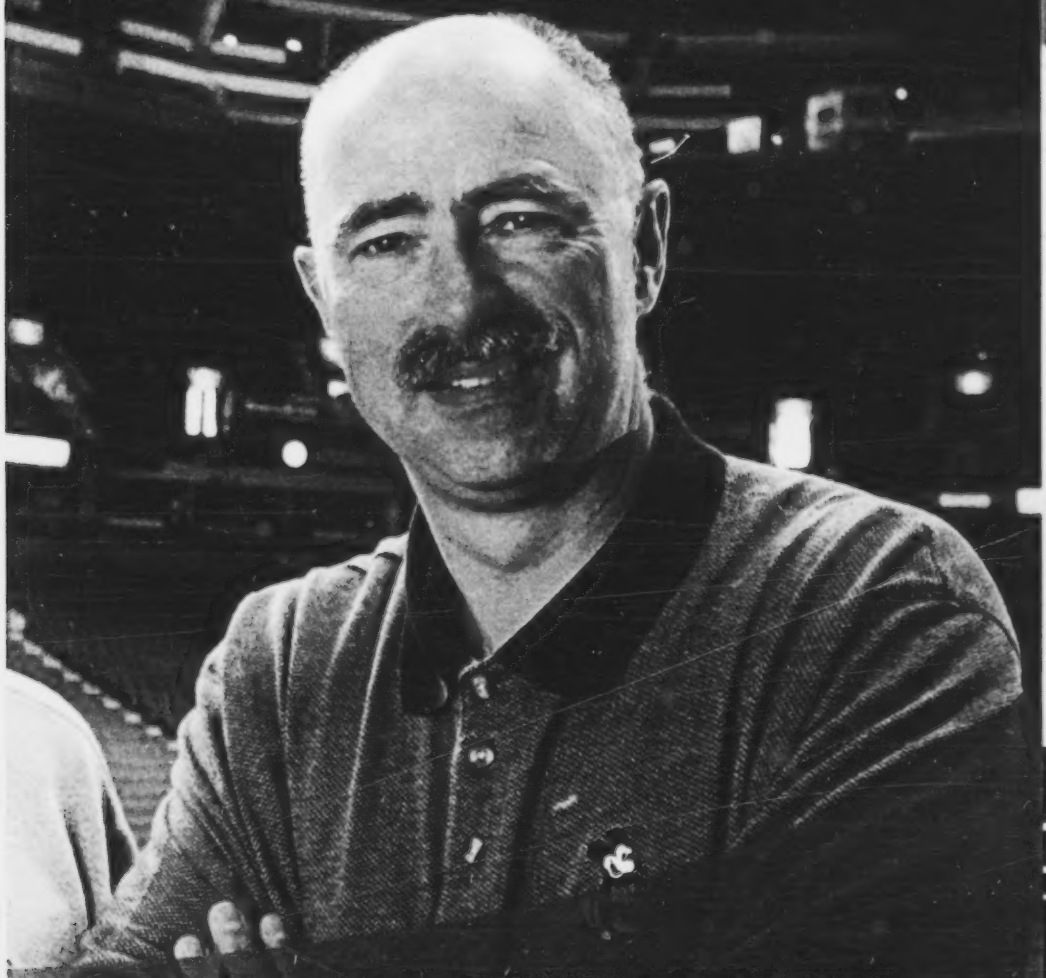


Wayne (left) is seen here with **Steve Matheson**, senior vice president, venue development, with VANOC (Vancouver's Olympic organizing committee).

Life-Long Opportunities

"With the Olympics, new transportation projects and industrial development, BC youth have unparalleled opportunities to pursue construction careers. Mentoring with qualified tradesworkers, through a recognized apprenticeship, is the ticket to a life-long career. Trained and skilled workers ensure workplace safety, quality products, and contribute to the future of the construction industry. And with the security of well-paid employment comes self-respect, and stronger families and communities."

Wayne Peppard
Executive Director,
BC and Yukon Territory Building and Construction Trades Council, Burnaby



The **Building and Construction Trades Council** is made up of 20 affiliated construction sector unions, representing 40,000 members and highly skilled craft workers. Wayne and the Council are strong advocates of the trades as career pathways for youth.

The **ITA** sees increased youth participation as one of the most effective responses to skills shortages, and is actively working to increase youth awareness of the value of trades training. In 2004/05 the ITA significantly exceeded its performance target for increased participation in the Secondary School Apprenticeship program. It also laid the groundwork for further growth through the launch of the new ACE IT program.

Organizational Overview

The Industry Training Authority governs and develops BC's industry training system within a framework of strong industry leadership. It strives to create greater flexibility and accountability within the system, and to better align training outcomes with labour market needs. This is of benefit to both trainees and employers, and advances the significant public interest in ensuring that BC's workforce development needs are met. The ITA is guided by the following vision, mission and values.

Vision, Mission, Values

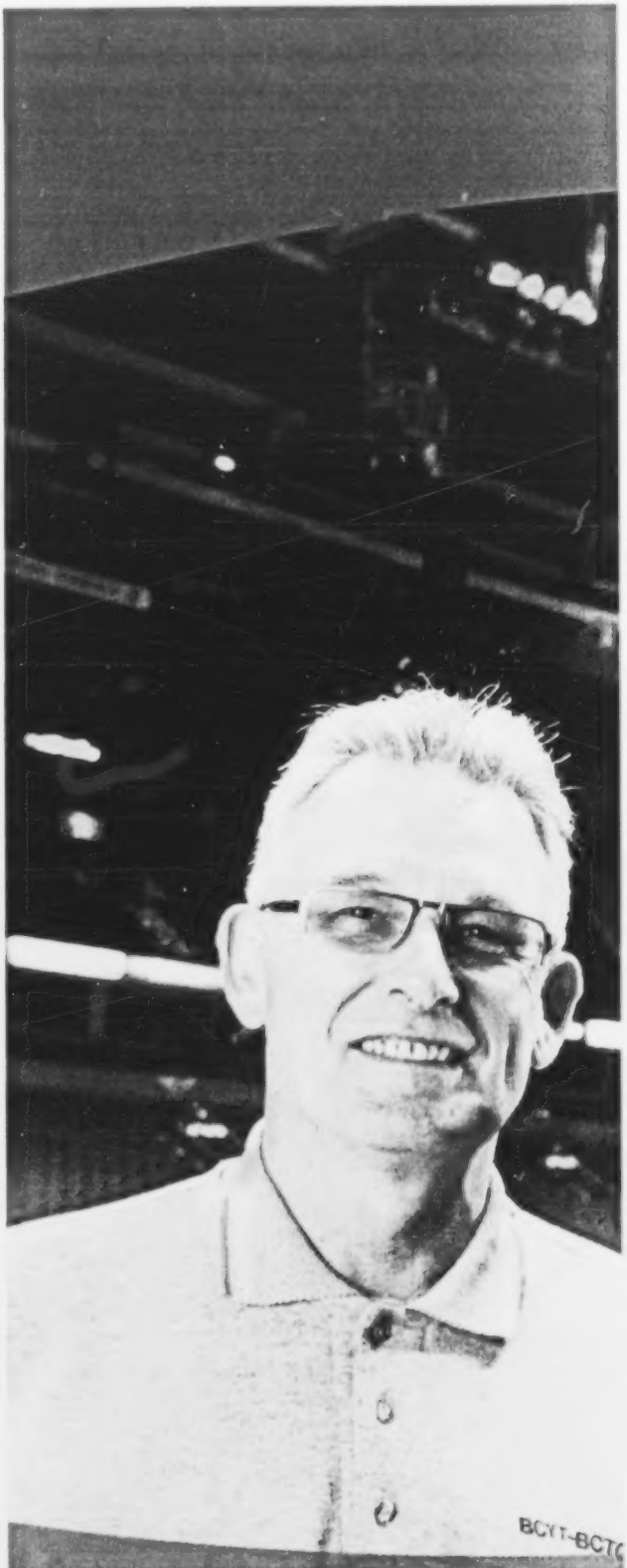
Vision: British Columbians have affordable access to quality, responsive, integrated and accountable industry training that will meet the needs of industry and trainees/apprentices.

Mission: The ITA provides effective governance for British Columbia's industry training system, thus assuring a timely supply of skilled labour for industry and career development opportunities for British Columbians. The ITA facilitates industry leadership in the training system, thereby assuring the relevance and effectiveness of training outcomes.[1]

Value – Quality: Our standards will be clear, measurable and outcomes-based. Training will be current and relevant. We will use competitive training sources, while maintaining the highest standards of training.

Value – Skill Development Opportunity: Training will be accessible to British Columbians and we will recognize skills obtained in other jurisdictions. British Columbia credentials will be portable throughout the province and other jurisdictions. The system will be flexible and offer multiple paths and timeframes. We recognize the need to provide opportunities to trainees for personal development and life-long learning.

Value – Accountability: We will respond to customer needs and be considerate of all stakeholder inputs. We will answer to the shareholder (Government) and the public with integrity and openness. We will be performance based and meet our shareholder expectations, continuously assessing our training programs to ensure they meet the needs of our customers – employers and learners. We will also operate with fiscal responsibility, using criteria-based decision making, and achieve positive outcomes from the training dollars invested.



Wayne (left) is seen here with **Steve Matheson**, senior vice president, venue development, with VANOC (Vancouver's Olympic organizing committee).

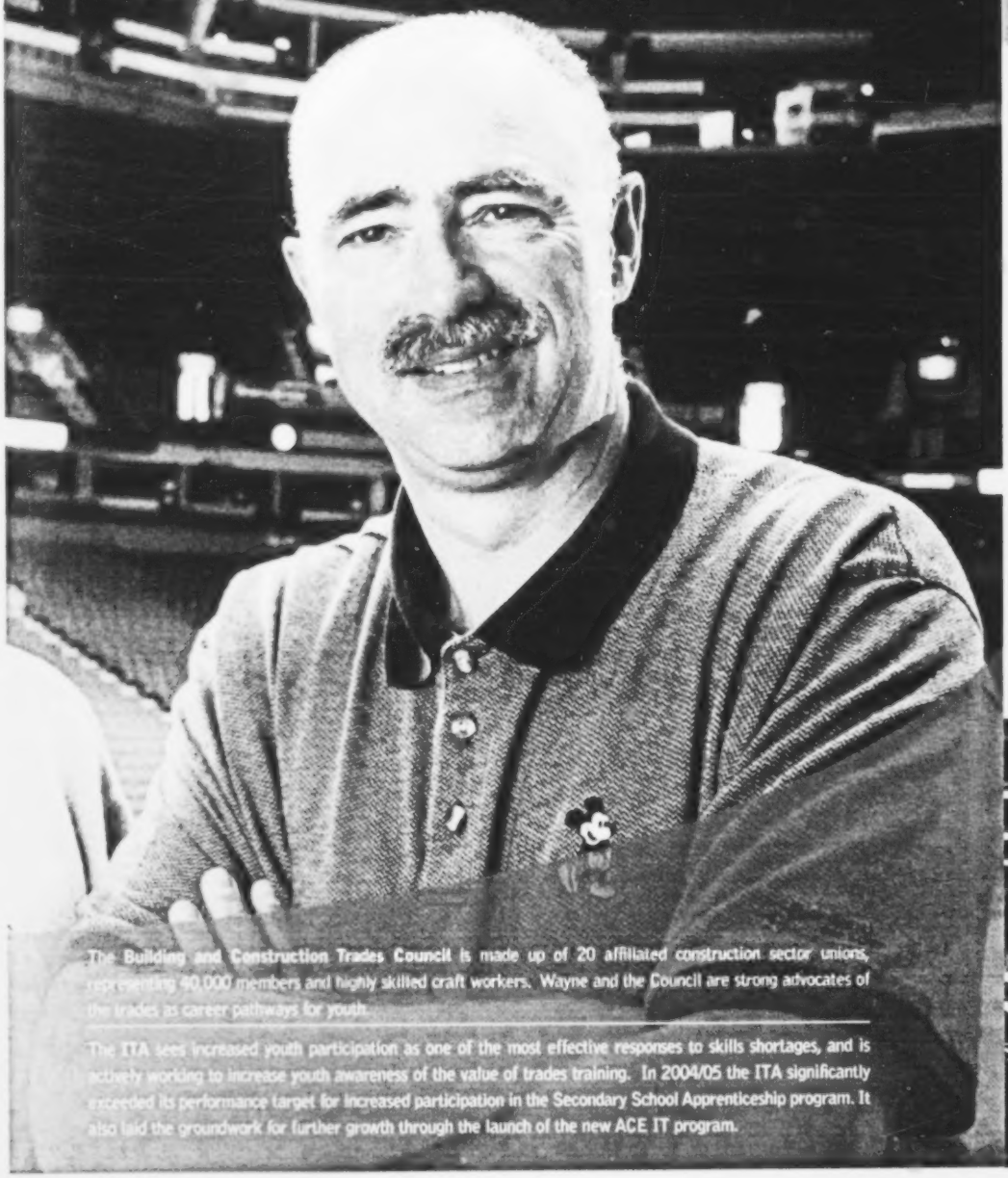
[1] This statement of the ITA's mission represents a refinement of the initial iteration that appeared in the Service Plan for 2004/05–2006/07. It retains key elements relating to effective governance, labour supply and career opportunities, while better emphasizing the critical element of industry leadership.

Meeting BC's Skilled Labour Needs

Life-Long Opportunities

"With the Olympics, new transportation projects and industrial development, BC youth have unparalleled opportunities to pursue construction careers. Mentoring with qualified tradesworkers, through a recognized apprenticeship, is the ticket to a life-long career. Trained and skilled workers ensure workplace safety, quality products, and contribute to the future of the construction industry. And with the security of well-paid employment comes self-respect, and stronger families and communities."

Wayne Peppard
Executive Director,
BC and Yukon Territory Building and Construction Trades Council, Burnaby



The **Building and Construction Trades Council** is made up of 20 affiliated construction sector unions, representing 40,000 members and highly skilled craft workers. Wayne and the Council are strong advocates of the trades as career pathways for youth.

The ITA sees increased youth participation as one of the most effective responses to skills shortages, and is actively working to increase youth awareness of the value of trades training. In 2004/05 the ITA significantly exceeded its performance target for increased participation in the Secondary School Apprenticeship program. It also laid the groundwork for further growth through the launch of the new ACE IT program.

Enabling Legislation

The ITA's internal governance and its accountabilities to its shareholder (Government) and minister responsible (the Minister of Advanced Education) are set out in the *Industry Training Authority Act*, the *Budget Transparency and Accountability Act*, the *Financial Information Act* and the *Financial Administration Act*. Further accountability is provided through a Shareholder's Letter of Expectations executed by the Minister of Advanced Education, and a Budget and Accountability Letter executed by the deputy minister. The ITA submits Service Plans and Annual Reports to Government, in accordance with the performance and financial reporting requirements applicable to Crown agencies.

The *Industry Training Authority Act* creates the following powers and responsibilities on the part of the ITA:

- designate training programs as recognized programs;
- recommend accredited (Red Seal) programs to the minister;
- develop standards for recognized and accredited programs;
- determine eligibility for participation in programs;
- develop examination and assessment standards;
- develop criteria to award credentials;
- recognize and approve trainers;
- award, or authorize trainers and training institutions to award, credentials; and
- fund training and set standards for trainers funded by the ITA.

A nine-member board of independent directors, appointed by the Lieutenant Governor in Council, guides the ITA in fulfilling its legislative mandate. (See page 29.)

Structure and Relationships

The ITA's staff are based at a Richmond office. The organization has a flat structure, composed of a chief executive officer; vice president, operations; director of administration (CFO); director of policy and research; director of client interests; director of communications and marketing; director of program standards; and director of Red Seal. The vice president and most directors report directly to the CEO. The directors of program standards and Red Seal report to the vice president.

The ITA serves a province-wide customer group, made up of two broad components – industry and learners. It has relationships with training providers and other organizations, with whom it partners in delivering services. Additionally, it maintains an open dialogue with a wide array of industry-training stakeholders.

Customer Services

Service provision to customers is handled through a contract with Service BC (formerly the Government Agents Branch). Service BC operates the Industry Training Centre in Burnaby, and provides local services at its 60 offices around the province.

The ITA serves two customer groups:

i) industry, defined as any employer or group of employers with a need for formally trained workers possessing provincial or inter-provincial credentials within the ITA's scope of operation; and

ii) learners, defined as individual trainees/apprentices who participate in industry training programs with the intention of obtaining credentials.

Core program areas and services provided by the ITA – defined from a customer standpoint – include:

- reviewing and approving new training programs and credentials;
- coordinating program implementation and delivery (including accountability-based funding for public and private training providers);
- maintaining program standards, including oversight of curriculum development and approval of evaluation tools;
- tracking of trainee/apprentice progress against completion requirements and issuing certificates;
- providing opportunities for certification based on challenge exams;
- developing, administering and funding programs for secondary school students;
- promoting industry careers; and
- fulfilling BC's responsibilities as a participant in the Red Seal inter-provincial program.

Specific services available at the Industry Training Centre include: trainee/apprentice and employer/sponsor registrations, assessments of applications for challenge exams, exam administration, and issuing of certifications. Service BC locations around the province are able to: provide forms and general information, accept registrations and fee payments, and make arrangements for and supervise challenge exams.

Partnerships and Stakeholders

Training providers (including both public and private post-secondary institutions) deliver training that meets ITA standards and is responsive to industry and learner needs. The ITA is working with them to improve both productivity and the alignment between training outcomes and industry needs.

The ITA has also established working relationships with a number of other stakeholder groups including unions and affiliated organizations and First Nations groups.

Report on Performance

Introduction

The Industry Training Authority's efforts during 2004/05 were focused on building the framework that will support growth and improved training outcomes in the years and decades ahead. This is reflected in the nature of the performance measures and targets, a number of which involved establishing infrastructure and baselines.

The performance measures and targets were selected with reference to specific direction from Government and the Minister of Advanced Education, and to the outcome of a strategic planning exercise undertaken by the ITA's CEO and Board of Directors.

In addition to establishing a framework for long-term growth, the measures and targets were also aimed at securing concrete progress towards improved training outcomes during 2004/05. The ITA achieved or exceeded the majority of its performance targets.

Evolution of Performance Measures

There has been a significant evolution in the performance measures and targets – as between those detailed in this Annual Report, and those set out in the ITA's recently tabled Service Plan for 2005/06-2007/08. The measures addressed in this document were established by the organization at the outset of its operations.

Revisions to the performance management framework reflect an improved understanding of the current state of the training system. In some instances, measures and targets have been refined or revised. In other cases, more aggressive performance targets have been set. This evolution reflects additional strategic planning undertaken by the ITA's management and board.

Another factor that has significantly influenced the evolution of the performance management framework is progress towards the development and launch of Industry Training Organizations in key sectors. While this initiative remains at the prototype phase, ITOs are intended to assume responsibility for various aspects of the development and delivery of industry training. This is reflected in revised ITA performance measures for 2005/06-2007/08. (See sidebar.)

The evolution of specific measures is commented on below. The performance measures and targets set out in the ITA's Service Plan for 2005/06-2007/08 fall under these four strategic imperatives:

1. engage industry in a training leadership role;
2. ensure high-quality industry training;
3. expand industry training to meet the needs of the BC labour market; and
4. provide effective funding and training delivery.

The 2005/06-2007/08 Service Plan is available at: http://www.itabc.ca

Benchmarking

The ITA has a unique and province-wide mandate, comparable to that of specific government agencies in all other Canadian jurisdictions. The ITA focused considerable efforts during 2004/05 on establishing reliable baselines and tracking methodologies relative to key performance measures, and a longer-term project is underway to improve its information management system. (See page 16.) The combination of these efforts will, in the future, facilitate benchmarking against previous performance, and possibly against performance in other jurisdictions.

Summary of Goals, Strategies, Performance Measures

Goal 1: An Effective Industry Training System

To provide an accessible, affordable, and relevant industry training system

Strategies

1. Evaluate, redesign and update current approach to industry training.
2. Develop a training institute funding framework that will ensure cost effective industry training programs.
3. Respond to industry demands for training programs.

Performance Measures

- Effective registration and tracking systems in place
- Funding priorities based on labour market information
- Positive results from pilot projects implemented
- Number of trainees in the industry training system
- Number of youth participants in SSA and related programs
- Number of credentials awarded
- Improve access to industry training credentials for foreign trained workers and experienced local workers
- Effective response to industry demands for new training
- Number of employers offering trainee/apprentice placements

Industry Training Organizations: Putting Principle Into Practice

One of the most important elements of the framework for growth established by the ITA during 2004/05 is the launch of prototype Industry Training Organizations. ITOs are intended as the key mechanism through which the principle of industry leadership of training will be put into practice.

Given that industry is best positioned to determine training needs and set appropriate standards, ITOs will have a key role in BC's training system. Their specific responsibilities will include:

- evaluating labour market demands and training needs;
- recommending program standards;
- developing new programs;
- coordinating program implementation;
- evaluating program outcomes;
- promoting training programs and trades careers; and
- providing support to trainees and employers.

Three prototype ITOs will be launched in the spring of 2005 in the automotive, horticultural and residential construction sectors. Targets for the phased launch of additional ones are included in the ITA Service Plan for 2005/06-2007/08. Ultimately, it is expected that a total of 10-15 will be formed.

Report on Performance

Introduction

The Industry Training Authority's efforts during 2004/05 were focused on building the framework that will support growth and improved training outcomes in the years and decades ahead. This is reflected in the nature of the performance measures and targets, a number of which involved establishing infrastructure and baselines.

The performance measures and targets were selected with reference to specific direction from Government and the Minister of Advanced Education, and to the outcome of a strategic planning exercise undertaken by the ITA's CEO and Board of Directors.

In addition to establishing a framework for long-term growth, the measures and targets were also aimed at securing concrete progress towards improved training outcomes during 2004/05. The ITA achieved or exceeded the majority of its performance targets.

Industry Training Organizations: Putting Principle Into Practice

One of the most important elements of the framework for growth established by the ITA during 2004/05 is the launch of prototype Industry Training Organizations. ITOs are intended as the key mechanism through which the principle of industry leadership of training will be put into practice.

Given that industry is best positioned to determine training needs and set appropriate standards, ITOs will have a key role in BC's training system. Their specific responsibilities will include:

- evaluating labour market demands and training needs;
- recommending program standards;
- developing new programs;
- coordinating program implementation;
- evaluating program outcomes;
- promoting training programs and trades careers; and
- providing support to trainees and employers.

Three prototype ITOs will be launched in the spring of 2005 in the automotive, horticultural and residential construction sectors. Targets for the phased launch of additional ones are included in the ITA Service Plan for 2005/06-2007/08. Ultimately, it is expected that a total of 10-15 will be formed.

Evolution of Performance Measures

There has been a significant evolution in the performance measures and targets – as between those detailed in this Annual Report, and those set out in the ITA's recently tabled Service Plan for 2005/06-2007/08. The measures addressed in this document were established by the organization at the outset of its operations.

Revisions to the performance management framework reflect an improved understanding of the current state of the training system. In some instances, measures and targets have been refined or revised. In other cases, more aggressive performance targets have been set. This evolution reflects additional strategic planning undertaken by the ITA's management and board.

Another factor that has significantly influenced the evolution of the performance management framework is progress towards the development and launch of Industry Training Organizations in key sectors. While this initiative remains at the prototype phase, ITOs are intended to assume responsibility for various aspects of the development and delivery of industry training. This is reflected in revised ITA performance measures for 2005/06-2007/08. (See sidebar.)

The evolution of specific measures is commented on below. The performance measures and targets set out in the ITA's Service Plan for 2005/06-2007/08 fall under these four strategic imperatives:

1. engage industry in a training leadership role;
2. ensure high-quality industry training;
3. expand industry training to meet the needs of the BC labour market; and
4. provide effective funding and training delivery.

The 2005/06-2007/08 Service Plan is available at: http://www.itabc.ca

Benchmarking

The ITA has a unique and province-wide mandate, comparable to that of specific government agencies in all other Canadian jurisdictions. The ITA focused considerable efforts during 2004/05 on establishing reliable baselines and tracking methodologies relative to key performance measures, and a longer-term project is underway to improve its information management system. (See page 16.) The combination of these efforts will, in the future, facilitate benchmarking against previous performance, and possibly against performance in other jurisdictions.

Summary of Goals, Strategies, Performance Measures

Goal 1: An Effective Industry Training System

To provide an accessible, affordable, and relevant industry training system

Strategies

1. Evaluate, redesign and update current approach to industry training.
2. Develop a training institute funding framework that will ensure cost effective industry training programs.
3. Respond to industry demands for training programs.

Performance Measures

- Effective registration and tracking systems in place
- Funding priorities based on labour market information
- Positive results from pilot projects implemented
- Number of trainees in the industry training system
- Number of youth participants in SSA and related programs
- Number of credentials awarded
- Improve access to industry training credentials for foreign trained workers and experienced local workers
- Effective response to industry demands for new training
- Number of employers offering trainee/apprentice placements

Goal 2: Ensure Quality Industry Training

Innovative, flexible and high quality training that provides learners with the skills and knowledge to secure jobs in the workforce and address critical shortages in the labour market.

Strategies
1. Implement a quality assurance structure.
2. Identify skill shortages and gaps in order to respond quickly to industry needs.
3. Maintain Red Seal standards and continue to participate in developing trade and safety standards.

Performance Measures
Funding priorities based on labour market information
Credential completion rates for trainees
Implement multiple means of access to learning (e.g. correspondence, web based)
Ensure quality and relevance of industry training
Quality satisfaction index that measures quality of training for learners and industry
Learner employability from non-apprenticeship programs

Goal 3: Responsive, Efficient & Accountable Management

Management processes that respond to customer needs and are efficient and fiscally responsible.

Strategies
1. Analyze current industry training system and administrative process to create a more efficient delivery model.
2. Use criteria-based assessments to determine initial and ongoing program funding.
3. Develop and implement a comprehensive communications strategy to build sustainable working relationships with stakeholders.
4. Promote awareness of industry training and apprenticeships at all levels especially amongst the young.

Performance Measures
Turnaround times of applications, enquiries and requests for assistance through ITC
Performance based training contracts for training institutes
Effective registration and tracking systems in place
Implement communications strategy

Performance Against Goals

Performance Against Goal 1:
An Effective Industry Training System

Measure: Effective registration and tracking system in place

Target:	Feasibility study and project plan completed by November 2004
Status:	Achieved (study complete, full system re-design deferred)

Rationale
The existing registration and tracking system (AIMS) has various data-tracking and reporting limitations. (See page 16.)

2004/05 Performance
A feasibility study was completed by external consultants and a determination made that improvements to the underlying business model need to be further advanced prior to a full system re-design.

Longer-Term Performance
Project plan for system re-design to be developed in 2006/07.

The feasibility study – combined with a fuller understanding of the current state of the training model, and of the scope of changes likely to be undertaken – indicated that investment in a full registration and tracking system re-design would be imprudent at this time. However, a project involving short-term improvements to the existing Apprenticeship Information Management System (AIMS) has been commenced, with an emphasis on enhancing its data-tracking and reporting capacities. (See page 16.)

Measure: Funding priorities based on labour market information

Target:	Establish labour market information framework (LMIF)
Status:	Deferred (responsibility to be assumed by ITOs)

Rationale
Funding priorities were previously supply-driven and established largely on a year-to-year basis (i.e. set by training providers), with limited longer-term and demand-driven assessments (i.e. based on anticipated labour market/employer needs).

2004/05 Performance
The ITA is participating in the development of an LMIF for the BC construction sector (which accounts for the largest single proportion of trainees/apprentices), led by the federal Construction Sector Council. Development of LMIFs for other sectors has been deferred, and will largely be the responsibility of ITOs.

Longer-Term Performance
The construction-sector LMIF is expected to be completed during 2005. ITOs will be accountable for the annual development of rolling three-year labour-market projections within their sectors.

The ITA will retain responsibility for compiling general economic and demographic data available from government sources and providing it to ITOs, and for developing LMIFs in sectors not represented by an ITO.

Measure: Positive results from pilot projects implemented

Target:	Pilot project assessment complete with action plan in place
Status:	Achieved

Rationale
During the transitional period prior to the formation of the ITA, the Ministry of Advanced Education selected and funded 39 pilot projects, intended to stimulate and field test diverse industry training innovations.

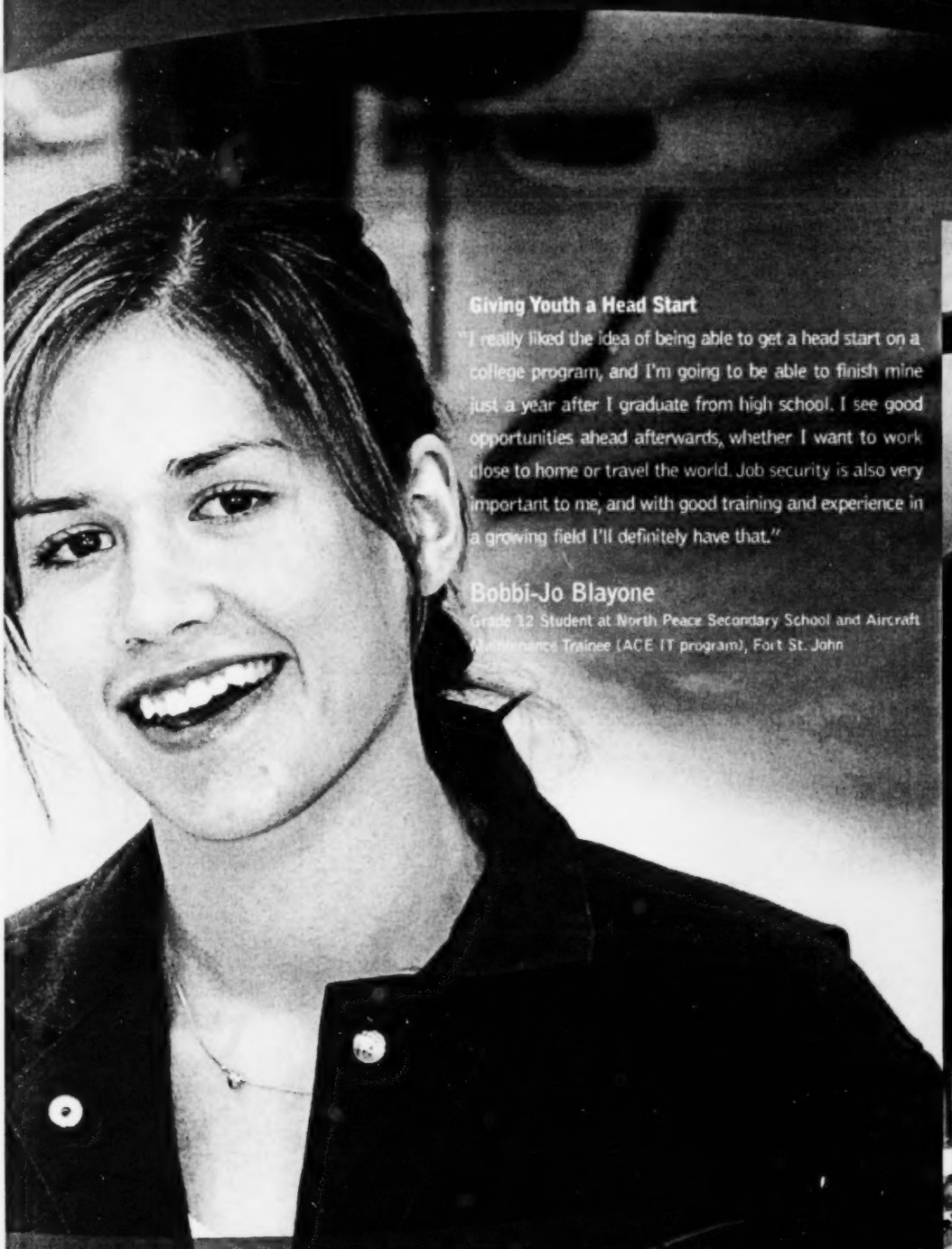
2004/05 Performance
A strategic assessment was completed by external consultants. A number of highly successful pilot projects became the basis for the new ACE IT program. (See page 2.) The results of 35 of the 39 pilot projects are reflected in programs or initiatives that are ongoing in 2005/06, including ACE IT and various other initiatives.

Longer-Term Performance
ACE IT will be a permanent ITA program, while various strategic assessment findings will continue to inform training development and delivery more broadly.

The pilot projects proved to be an effective means of fostering innovation and improved outcomes, with potential for broader application. The ACE IT program is the broadest application of pilot project learning. Project outcomes – and specific recommendations made on the basis of the strategic assessment – are also informing other initiatives and system-wide improvements. Examples include broader availability of part-time technical training options, in contrast to traditional block release. The pilots also strongly confirmed the critical importance of effective industry engagement. The pilot assessment report is available at: www.itabc.ca

ita
industry training authority

Meeting BC's Skilled Labour Needs



Giving Youth a Head Start

"I really liked the idea of being able to get a head start on a college program, and I'm going to be able to finish mine just a year after I graduate from high school. I see good opportunities ahead afterwards, whether I want to work close to home or travel the world. Job security is also very important to me, and with good training and experience in a growing field I'll definitely have that."

Bobbi-Jo Blayone

Grade 12 Student at North Peace Secondary School and Aircraft Maintenance Trainee (ACE IT program), Fort St. John

Approximately 92 students from the **North Peace School District** participated in either the Secondary School Apprenticeship or ACE IT programs during the 2004/05 academic year. Many of these programs are offered in partnership with **Northern Lights College**.

Establishing the new **ACE IT** program was one of the ITA's most significant initiatives during 2004/05. As a means of expanding learning and employment opportunities for young British Columbians, the program is an important part of the response to skills shortages. The ITA also significantly exceeded its performance target for increased participation in the **Secondary School Apprenticeship** program during 2004/05.

Goal 2: **Ensure Quality Industry Training**

Innovative, flexible and high quality training that provides learners with the skills and knowledge to secure jobs in the workforce and address critical shortages in the labour market.

Strategies

1. Implement a quality assurance structure.
2. Identify skill shortages and gaps in order to respond quickly to industry needs.
3. Maintain Red Seal standards and continue to participate in developing trade and safety standards.

Goal 3: **Responsive, Efficient & Accountable Management**

Management processes that respond to customer needs and are efficient and fiscally responsible.

Strategies

1. Analyze current industry training system and administrative process to create a more efficient delivery model.
2. Use criteria-based assessments to determine initial and ongoing program funding.
3. Develop and implement a comprehensive communications strategy to build sustainable working relationships with stakeholders.
4. Promote awareness of industry training and apprenticeships at all levels especially amongst the young.

Performance Against Goals

Performance Against Goal 1:
An Effective Industry Training System

Measure: Effective registration and tracking system in place

Target: Feasibility study and project plan completed by November 2004

Status: Achieved (study complete, full system re-design deferred)

Rationale
The existing registration and tracking system (AIMS) has various data-tracking and reporting limitations. (See page 16.)

2004/05 Performance
A feasibility study was completed by external consultants and a determination made that improvements to the underlying business model need to be further advanced prior to a full system re-design.

Longer-Term Performance
Project plan for system re-design to be developed in 2006/07.

The feasibility study – combined with a fuller understanding of the current state of the training model, and of the scope of changes likely to be undertaken – indicated that investment in a full registration and tracking system re-design would be imprudent at this time. However, a project involving short-term improvements to the existing Apprenticeship Information Management System (AIMS) has been commenced, with an emphasis on enhancing its data-tracking and reporting capacities. (See page 16.)

Measure: Funding priorities based on labour market information

Target: Establish labour market information framework (LMIF)

Status: Deferred (responsibility to be assumed by ITOs)

Rationale
Funding priorities were previously supply-driven and established largely on a year-to-year basis (i.e. set by training providers), with limited longer-term and demand-driven assessments (i.e. based on anticipated labour market/employer needs).

2004/05 Performance
The ITA is participating in the development of an LMIF for the BC construction sector (which accounts for the largest single proportion of trainees/apprentices), led by the federal Construction Sector Council. Development of LMIFs for other sectors has been deferred, and will largely be the responsibility of ITOs.

Longer-Term Performance
The construction-sector LMIF is expected to be completed during 2005. ITOs will be accountable for the annual development of rolling three-year labour-market projections within their sectors.

The ITA will retain responsibility for compiling general economic and demographic data available from government sources and providing it to ITOs, and for developing LMIFs in sectors not represented by an ITO.

Measure: Positive results from pilot projects implemented

Target: Pilot project assessment complete with action plan in place

Status: Achieved

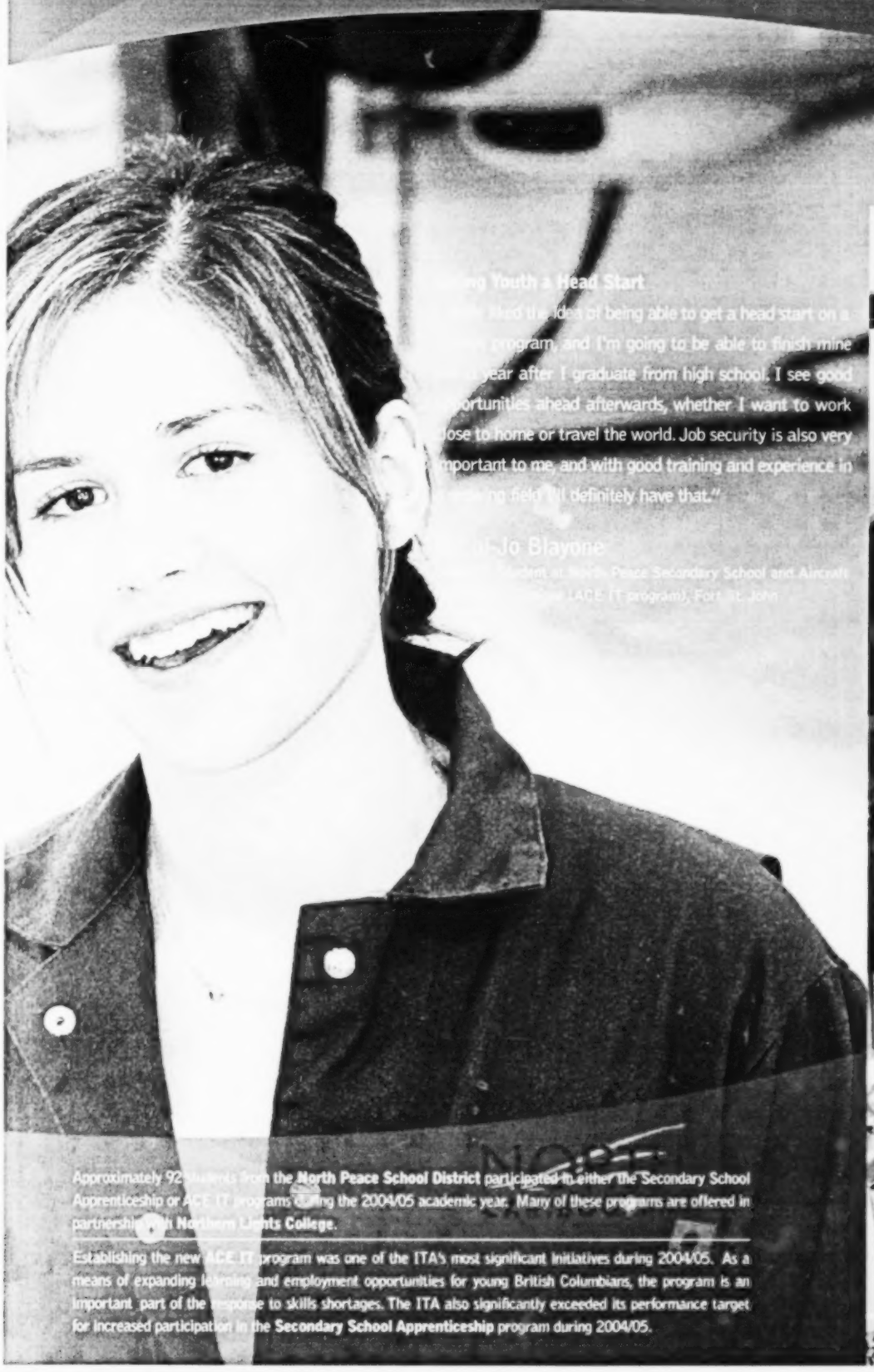
Rationale
During the transitional period prior to the formation of the ITA, the Ministry of Advanced Education selected and funded 39 pilot projects, intended to stimulate and field test diverse industry training innovations.

2004/05 Performance
A strategic assessment was completed by external consultants. A number of highly successful pilot projects became the basis for the new ACE IT program. (See page 2.) The results of 35 of the 39 pilot projects are reflected in programs or initiatives that are ongoing in 2005/06, including ACE IT and various other initiatives.

Longer-Term Performance
ACE IT will be a permanent ITA program, while various strategic assessment findings will continue to inform training development and delivery more broadly.

The pilot projects proved to be an effective means of fostering innovation and improved outcomes, with potential for broader application. The ACE IT program is the broadest application of pilot project learning. Project outcomes – and specific recommendations made on the basis of the strategic assessment – are also informing other initiatives and system-wide improvements. Examples include broader availability of part-time technical training options, in contrast to traditional block release. The pilots also strongly confirmed the critical importance of effective industry engagement. The pilot assessment report is available at: www.itabc.ca

Meeting BC's Skilled Labour Needs



...ng Youth a Head Start

"...liked the idea of being able to get a head start on a ... program, and I'm going to be able to finish mine ... year after I graduate from high school. I see good ...portunities ahead afterwards, whether I want to work ...ose to home or travel the world. Job security is also very ...mportant to me, and with good training and experience in ... field I'll definitely have that."

...Jo Blayone

...udent at North Peace Secondary School and Aircraft ... (ACE IT program), Fort St. John

Approximately 92... students from the **North Peace School District** participated in either the Secondary School Apprenticeship or ACE IT programs during the 2004/05 academic year. Many of these programs are offered in partnership with **Northern Lights College**.

Establishing the new ACE IT program was one of the ITA's most significant initiatives during 2004/05. As a means of expanding learning and employment opportunities for young British Columbians, the program is an important part of the response to skills shortages. The ITA also significantly exceeded its performance target for increased participation in the **Secondary School Apprenticeship** program during 2004/05.

ita
industry training authority

Meeting BC's Skilled Labour Needs

Quality Assurance

"The pace of change within the electrical trade is faster than it's ever been, and we need to ensure that training program standards are both current and rigorous. If we don't stay up-to-date, the value and credibility of BC trade credentials are going to suffer – and that's something employers in this industry are determined to avoid."

Dan Mott
President, Mott Electric, Burnaby

Mott Electric is a full-service electrical contractor, which routinely employs apprentices. Dan is chairing the project team tasked with overseeing an industry-led Electrical Program Standards Review project initiated in 2004/05.

The **ITA** has significantly enhanced investments in the review and updating of standards for existing programs, starting with the highest-participation core trades. A quality-assurance framework was established during 2004/05, and aggressive targets have been set for program and assessment standards reviews over the next three years.

Measure: Number of trainees in the industry training system

Target: Establish baseline numbers and increase by 10%

Status: Exceeded

Rationale

Growth in trainee and sponsor participation is vital in addressing growing skilled labour needs.

2004/05 Performance

A baseline figure was calculated, relative to which a 37% increase in registered trainees and a 21% increase in total participants was achieved. The ITA established criteria and a methodology that enables a consistent determination of the number of registered trainees/apprentices actively pursuing industry training at any given time ("Registered Trainees").

March 31, 2004 (Baseline)	Registered Trainees	14,676
	Other Programs	10,803[1]
	Total Participants	25,479
March 31, 2005	Registered Trainees	20,050
	Other Programs	10,803[2]
	Total Participants	30,853[3]

Longer-Term Performance:
Service Plan 05/06-07/08

2005/06	2006/07	2007/08
Registered Trainees 22,000 Other Programs 7,300 Total Participants 29,300[4]	Registered Trainees 28,000 Other Programs 5,123 Total Participants 33,123	Maintain or increase

"Registered Trainees" are those who have confirmed within the past 18 months that they are actively pursuing their training. Significant growth in the number of Registered Trainees during 2004/05 is attributed to a more vibrant economy, and to the impact of ITA efforts to improve the relevance and flexibility of industry training programs. (And is further reflected in the higher number of newly registered trainees during 2004/05 than that recorded for any calendar year for which records exist.) Growth targets for 2007/08 and beyond will be set in consultation with industry (primarily through ITOs), and with reference to sector-specific labour market information.

1 "Other Programs" includes participants in Entry Level Trades Training and similar ITA-funded programs, who are not currently registered as apprentices with the ITA. This number will decline as programs are reviewed and industry-endorsed ITA credentials become available, at which time students in those programs will be captured in the "Registered Trainees" number.

2 See immediately preceding footnote.

3 The increase reflects only an increase in Registered Trainees. The number of participants in "Other Programs" is based on 2003/04 academic-year data because data for the 2004/05 academic year will not be available until after November 2005.

4 This target was set in 2004, and had already been exceeded by March 31, 2005.

Measure: Number of youth participants in Secondary School Apprenticeship (SSA) and related programs

Target: Establish baseline and increase numbers by 100

Status: Exceeded

Rationale

SSA is a long-standing and successful program, and a key means by which youth participation in industry training has been encouraged; the ITA is actively promoting this and other programs for youth.

2004/05 Performance

An increase in participation of 480 was achieved, relative to a baseline for SSA participation which the ITA worked with the Ministry of Education to establish.

March 31, 2004 (Baseline)	861
March 31, 2005	1,341

Longer-Term Performance
Service Plan 05/06-07/08

2005/06	2006/07	2007/08
1,250[5]	1,500	1,700

Significant growth in SSA participation during 2004/05 is attributed to a more vibrant economy, to the impacts of ITA efforts to improve the relevance and flexibility of industry training programs, and to efforts to better promote the trades as attractive career options for youth. School districts and the Ministry of Education have also played an important role in promotion of the SSA program. A total of 310 scholarships (valued at $1,000 each) were awarded during 2004/05 to SSA participants who met the eligibility requirements. A higher year-over-year targeted increase in SSA participation (250, relative to the original target of 200) has been set for 2006/07. The addition of the ACE IT program will result in significant growth in youth participation, and the current expectation is that these targets will be exceeded.

Measure: Number of credentials awarded

Target: Establish baseline and increase by 1.5%

Status: Partially Achieved (baseline established with reference to 2004/05 performance)

Rationale

While data-tracking limitations make it impossible to generate comparable historical numbers for credentials issued, it is likely that BC has experienced similar challenges to other jurisdictions and seen long-term declines (an issue closely related to completion rates).

2004/05 Performance

A reliable baseline has been established, with reference to the number of individuals issued credentials, based on completion of normal program requirements, during 2004/05: 2,378 credentials awarded

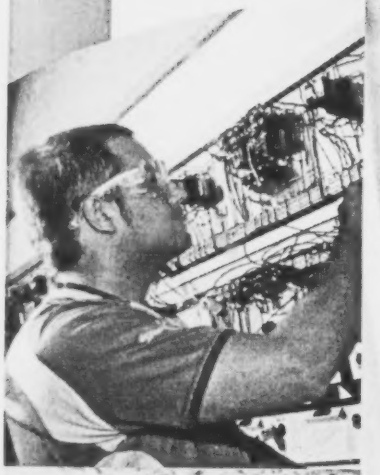
Longer-Term Performance
Service Plan 05/06-07/08

2005/06	2006/07	2007/08
Increase by at least 1.5% over baseline	Increase by at least 1.5% over 2005/06	Increase by at least 1.5% over 2006/07

Calculation of a reliable baseline figure based on historical data proved impossible. Previous tracking did not correct for: duplication when the same individual received credentials of more than one type, issuing of replacement certificates, certificates that were issued with a back-dated effective date, or other circumstances where certificates were issued on a basis other than completion of normal program requirements. Long-term performance will therefore be tracked against credentials issued in 2004-05.

ita

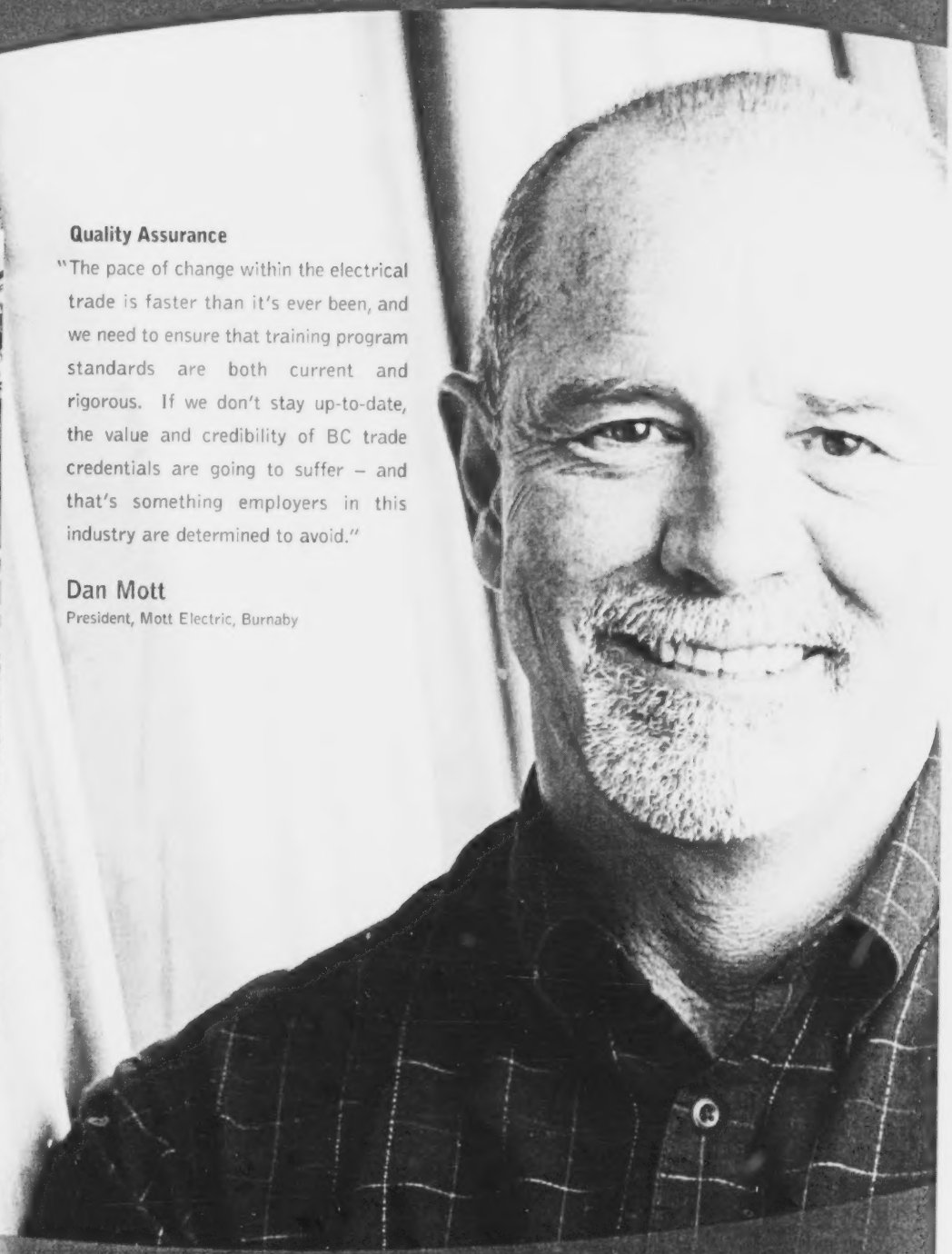
Meeting BC's Skilled Labour Needs



Quality Assurance

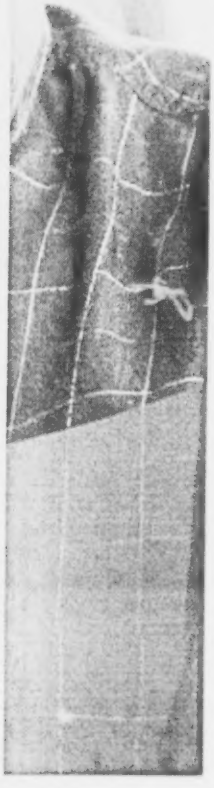
"The pace of change within the electrical trade is faster than it's ever been, and we need to ensure that training program standards are both current and rigorous. If we don't stay up-to-date, the value and credibility of BC trade credentials are going to suffer – and that's something employers in this industry are determined to avoid."

Dan Mott
President, Mott Electric, Burnaby



Mott Electric is a full-service electrical contractor, which routinely employs apprentices. Dan is chairing the project team tasked with overseeing an industry-led Electrical Program Standards Review project initiated in 2004/05.

The **ITA** has significantly enhanced investments in the review and updating of standards for existing programs, starting with the highest-participation core trades. A quality-assurance framework was established during 2004/05, and aggressive targets have been set for program and assessment standards reviews over the next three years.



Measure: Number of trainees in the industry training system

Target: Establish baseline numbers and increase by 10%

Status: Exceeded

Rationale

Growth in trainee and sponsor participation is vital in addressing growing skilled labour needs.

2004/05 Performance

A baseline figure was calculated, relative to which a 37% increase in registered trainees and a 21% increase in total participants was achieved. The ITA established criteria and a methodology that enables a consistent determination of the number of registered trainees/apprentices actively pursuing industry training at any given time ("Registered Trainees").

March 31, 2004 (Baseline)	Registered Trainees	14,676
	Other Programs	10,803[1]
	Total Participants	25,479
March 31, 2005	Registered Trainees	20,050
	Other Programs	10,803[2]
	Total Participants	30,853[3]

Longer-Term Performance:
Service Plan 05/06-07/08

2005/06	2006/07	2007/08
Registered Trainees 22,000 Other Programs 7,300 Total Participants 29,300[4]	Registered Trainees 28,000 Other Programs 5,123 Total Participants 33,123	Maintain or increase

"Registered Trainees" are those who have confirmed within the past 18 months that they are actively pursuing their training. Significant growth in the number of Registered Trainees during 2004/05 is attributed to a more vibrant economy, and to the impact of ITA efforts to improve the relevance and flexibility of industry training programs. (And is further reflected in the higher number of newly registered trainees during 2004/05 than that recorded for any calendar year for which records exist.) Growth targets for 2007/08 and beyond will be set in consultation with industry (primarily through ITOs), and with reference to sector-specific labour market information.

[1] "Other Programs" includes participants in Entry Level Trades Training and similar ITA-funded programs, who are not currently registered as apprentices with the ITA. This number will decline as programs are reviewed and industry-endorsed ITA credentials become available, at which time students in those programs will be captured in the "Registered Trainees" number.

[2] See immediately preceding footnote.

[3] The increase reflects only an increase in Registered Trainees. The number of participants in "Other Programs" is based on 2003/04 academic-year data because data for the 2004/05 academic year will not be available until after November 2005.

[4] This target was set in 2004, and had already been exceeded by March 31, 2005.

Measure: Number of youth participants in Secondary School Apprenticeship (SSA) and related programs

Target: Establish baseline and increase numbers by 100

Status: Exceeded

Rationale

SSA is a long-standing and successful program, and a key means by which youth participation in industry training has been encouraged; the ITA is actively promoting this and other programs for youth.

2004/05 Performance

An increase in participation of 480 was achieved, relative to a baseline for SSA participation which the ITA worked with the Ministry of Education to establish.

March 31, 2004 (Baseline)	861
March 31, 2005	1,341

Longer-Term Performance
Service Plan 05/06-07/08

2005/06	2006/07	2007/08
1,250[5]	1,500	1,700

Significant growth in SSA participation during 2004/05 is attributed to a more vibrant economy, to the impacts of ITA efforts to improve the relevance and flexibility of industry training programs, and to efforts to better promote the trades as attractive career options for youth. School districts and the Ministry of Education have also played an important role in promotion of the SSA program. A total of 310 scholarships (valued at $1,000 each) were awarded during 2004/05 to SSA participants who met the eligibility requirements. A higher year-over-year targeted increase in SSA participation (250, relative to the original target of 200) has been set for 2006/07. The addition of the ACE IT program will result in significant growth in youth participation, and the current expectation is that these targets will be exceeded.

Measure: Number of credentials awarded

Target: Establish baseline and increase by 1.5%

Status: Partially Achieved (baseline established with reference to 2004/05 performance)

Rationale

While data-tracking limitations make it impossible to generate comparable historical numbers for credentials issued, it is likely that BC has experienced similar challenges to other jurisdictions and seen long-term declines (an issue closely related to completion rates).

2004/05 Performance

A reliable baseline has been established, with reference to the number of individuals issued credentials, based on completion of normal program requirements, during 2004/05: 2,378 credentials awarded.

Longer-Term Performance
Service Plan 05/06-07/08

2005/06	2006/07	2007/08
Increase by at least 1.5% over baseline	Increase by at least 1.5% over 2005/06	Increase by at least 1.5% over 2006/07

Calculation of a reliable baseline figure based on historical data proved impossible. Previous tracking did not correct for duplication when the same individual received credentials of more than one type, issuing of replacement certificates, certificates that were issued with a back-dated effective date, or other circumstances where certificates were issued on a basis other than completion of normal program requirements. Long-term performance will therefore be tracked against credentials issued in 2004-05.

Measure: Improve access to industry training credentials for foreign-trained workers and experienced local workers

Target: Evaluate prior learning assessment (PLA) and competency-based assessment (CBA) alternatives; assess effectiveness of current challenge processes

Status: Achieved

Rationale
Effective recognition of foreign training and prior experience will result in better utilization of existing skilled labour, and provide new career advancement opportunities.

2004/05 Performance
Availability of a PLA/CBA-based credentialing option is a condition of all new program approvals when applicable. The current challenge process has been assessed and policy changes made to enhance access to this credentialing option.

Longer-Term Performance
Service Plan 05/06-07/08
Refined Target: Number of credentials attainable via PLA/CBA; Baseline: 2

2005/06	2006/07	2007/08
5 (total)	10 (total)	20 (total)

A new and more specific target relating to PLA/CBA availability has been established. Policy reforms have enhanced access to the challenge exam process (particularly in the context of re-writes), although a number of existing assessment tools require updating. This issue is addressed through a new performance measure in the Service Plan for 2005/06-2007/08 ("number of industry training programs with curriculum and assessment tools updated").

Measure: Effective response to industry demands for new training

Target: Establish user-friendly policies and processes to address industry need for change

Status: Exceeded

Rationale
There is a strong demand within many industries for the development of new training options, and improvements to existing ones.

2004/05 Performance
Streamlined policies and process guidelines have been established and publicized, with respect to both new program approval, and substantive amendments to existing programs.[6] These policies facilitated the approval of four new programs during 2004-05, and substantive amendments to one existing program.

Longer-Term Performance
Procedures and guidelines will be subject to ongoing refinement based on input from industry and other stakeholders.

Measure: Number of employers offering trainee/apprentice placements

Target: Increase to 6,945

Status: Exceeded

Rationale
Growth in participation (on the part of trainees and sponsors) is vital in addressing growing skilled labour needs.

2004/05 Performance
There were 7,863 employer/sponsors offering placements as of March 31, 2005, relative to a baseline of 6,740 as of March 31, 2004. This was achieved in part through added flexibility, including a new policy recognizing sponsorship on the part of organizations such as colleges.

Longer-Term Performance:
Service Plan 05/06-07/08

2005/06	2006/07	2007/08
7,550[7]	8,155	Maintain/Improve

Significant growth in the number of employers offering placements during 2004/05 is attributed to a more vibrant economy, and to the impact of ITA efforts to enhance the relevance and flexibility of industry training programs and policies. For example, new policies facilitate sponsorship by entities other than direct employers, and new programs driven by industry needs have been developed. Growth targets after 2006/07 will be set in consultation with industry and with reference to sector-specific labour market information.

Performance Against Goal 2:
Ensure Quality Industry Training

Measure: Funding priorities based on labour market information
See above

Measure: Credential completion rates for trainees

Target: Develop baseline based on 04/05 results

Status: Deferred

Rationale
There is no common definition of apprenticeship completion rates in Canada. However, varying approaches indicate declines across Canadian jurisdictions, and high variability between different trades.

2004/05 Performance
Completion-rate calculation proved more complex than had been anticipated. Efforts are well-advanced to develop a standard unit measure that will be the basis for an initial completion rate calculation during 2005/06, and for long-term performance tracking and improvement initiatives.

Longer-Term Performance
Service Plan 05/06-07/08

2005/06	2006/07	2007/08
Establish completion rate measure	Maintain or improve	Maintain or improve

Measure: Implement multiple means of access to learning (e.g. correspondence, web based)

Target: Establish baseline of number of programs offering alternative means of access

Status: Achieved

Rationale
Use of alternative means of access in the apprenticeship context is currently limited, but has the potential to improve participation and completion rates.

2004/05 Performance
A survey of existing training programs indicated that three programs currently offer alternative means of access (two distance-learning programs and one CD-based self-paced program).

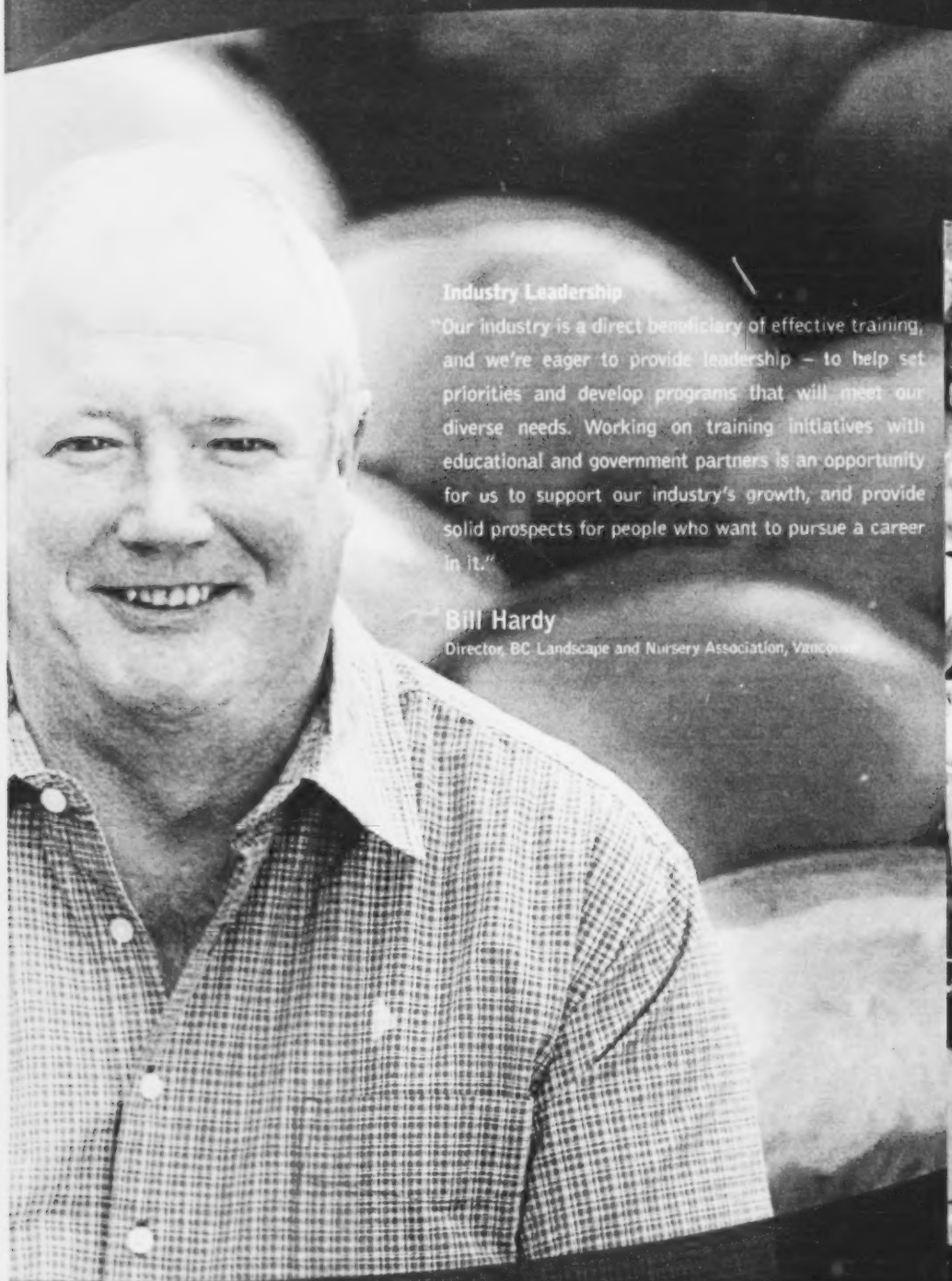
Longer-Term Performance
Promoting alternative means of access remains an objective, although defined targets are not included in the Service Plan for 2005/06-2007/08, and the determination of the most appropriate scope of such means of access will be made in consultation with industry.

[6] "Proposals for New Training Programs: Information Package for Proponents", and "Proposals for Modifications to Existing Industry Training Programs: Information Package for Proponents", both available at www.itabc.ca

[7] This target was set in 2004, and had already been exceeded by March 31, 2005.

ita
industry training authority

Meeting BC's Skilled Labour Needs



Industry Leadership

"Our industry is a direct beneficiary of effective training, and we're eager to provide leadership – to help set priorities and develop programs that will meet our diverse needs. Working on training initiatives with educational and government partners is an opportunity for us to support our industry's growth, and provide solid prospects for people who want to pursue a career in it."

Bill Hardy
Director, BC Landscape and Nursery Association, Vanco

The **BC Landscape and Nursery Association** is among the industry groups involved in the development of prototype Industry Training Organizations (ITOs). The horticulture sector proposed a concept to the **ITA**, which became the blueprint for the ITO model.

Putting industry leadership into effect is among the most important of the **ITA's** strategic objectives. During 2004/05 it commenced development of a policy framework, within which it will work with industry to form sector-based Industry Training Organizations. ITOs are expected to assume key responsibilities in areas such as labour-market needs assessments and program standards maintenance.

Measure: Improve access to industry training credentials for foreign-trained workers and experienced local workers

Target: Evaluate prior learning assessment (PLA) and competency-based assessment (CBA) alternatives; assess effectiveness of current challenge processes

Status: Achieved

Rationale
Effective recognition of foreign training and prior experience will result in better utilization of existing skilled labour, and provide new career advancement opportunities.

2004/05 Performance
Availability of a PLA/CBA-based credentialing option is a condition of all new program approvals when applicable. The current challenge process has been assessed and policy changes made to enhance access to this credentialing option.

Longer-Term Performance
Service Plan 05/06-07/08
Refined Target: Number of credentials attainable via PLA/CBA; Baseline: 2

2005/06	2006/07	2007/08
5 (total)	10 (total)	20 (total)

A new and more specific target relating to PLA/CBA availability has been established. Policy reforms have enhanced access to the challenge exam process (particularly in the context of re-writes), although a number of existing assessment tools require updating. This issue is addressed through a new performance measure in the Service Plan for 2005/06-2007/08 ("number of industry training programs with curriculum and assessment tools updated").

Measure: Effective response to industry demands for new training

Target: Establish user-friendly policies and processes to address industry need for change

Status: Exceeded

Rationale
There is a strong demand within many industries for the development of new training options, and improvements to existing ones.

2004/05 Performance
Streamlined policies and process guidelines have been established and publicized, with respect to both new program approval, and substantive amendments to existing programs.[6] These policies facilitated the approval of four new programs during 2004-05, and substantive amendments to one existing program.

Longer-Term Performance
Procedures and guidelines will be subject to ongoing refinement based on input from industry and other stakeholders.

Measure: Number of employers offering trainee/apprentice placements

Target: Increase to 6,945

Status: Exceeded

Rationale
Growth in participation (on the part of trainees and sponsors) is vital in addressing growing skilled labour needs.

2004/05 Performance
There were 7,863 employer/sponsors offering placements as of March 31, 2005, relative to a baseline of 6,740 as of March 31, 2004. This was achieved in part through added flexibility, including a new policy recognizing sponsorship on the part of organizations such as colleges.

Longer-Term Performance
Service Plan 05/06-07/08

2005/06	2006/07	2007/08
7,550[7]	8,155	Maintain/Improve

Significant growth in the number of employers offering placements during 2004/05 is attributed to a more vibrant economy, and to the impact of ITA efforts to enhance the relevance and flexibility of industry training programs and policies. For example, new policies facilitate sponsorship by entities other than direct employers, and new programs driven by industry needs have been developed. Growth targets after 2006/07 will be set in consultation with industry and with reference to sector-specific labour market information.

Performance Against Goal 2:
Ensure Quality Industry Training

Measure: Funding priorities based on labour market information
See above

Measure: Credential completion rates for trainees

Target: Develop baseline based on 04/05 results

Status: Deferred

Rationale
There is no common definition of apprenticeship completion rates in Canada. However, varying approaches indicate declines across Canadian jurisdictions, and high variability between different trades.

2004/05 Performance
Completion-rate calculation proved more complex than had been anticipated. Efforts are well-advanced to develop a standard unit measure that will be the basis for an initial completion rate calculation during 2005/06, and for long-term performance tracking and improvement initiatives.

Longer-Term Performance
Service Plan 05/06-07/08

2005/06	2006/07	2007/08
Establish completion rate measure	Maintain or improve	Maintain or improve

Measure: Implement multiple means of access to learning (e.g. correspondence, web based)

Target: Establish baseline of number of programs offering alternative means of access

Status: Achieved

Rationale
Use of alternative means of access in the apprenticeship context is currently limited, but has the potential to improve participation and completion rates.

2004/05 Performance
A survey of existing training programs indicated that three programs currently offer alternative means of access (two distance-learning programs and one CD-based self-paced program).

Longer-Term Performance
Promoting alternative means of access remains an objective, although defined targets are not included in the Service Plan for 2005/06-2007/08, and the determination of the most appropriate scope of such means of access will be made in consultation with industry.

[6] "Proposals for New Training Programs: Information Package for Proponents", and "Proposals for Modifications to Existing Industry Training Programs: Information Package for Proponents", both available at www.itabc.ca

[7] This target was set in 2004, and had already been exceeded by March 31, 2005.

Meeting BC's Skilled Labour Needs

Industry Leadership

Our industry is a direct beneficiary of effective training, and we're eager to provide leadership – to help set priorities and develop programs that will meet our diverse needs. Working on training initiatives with educational and government partners is an opportunity for us to support our industry's growth, and provide solid prospects for people who want to pursue a career in it."

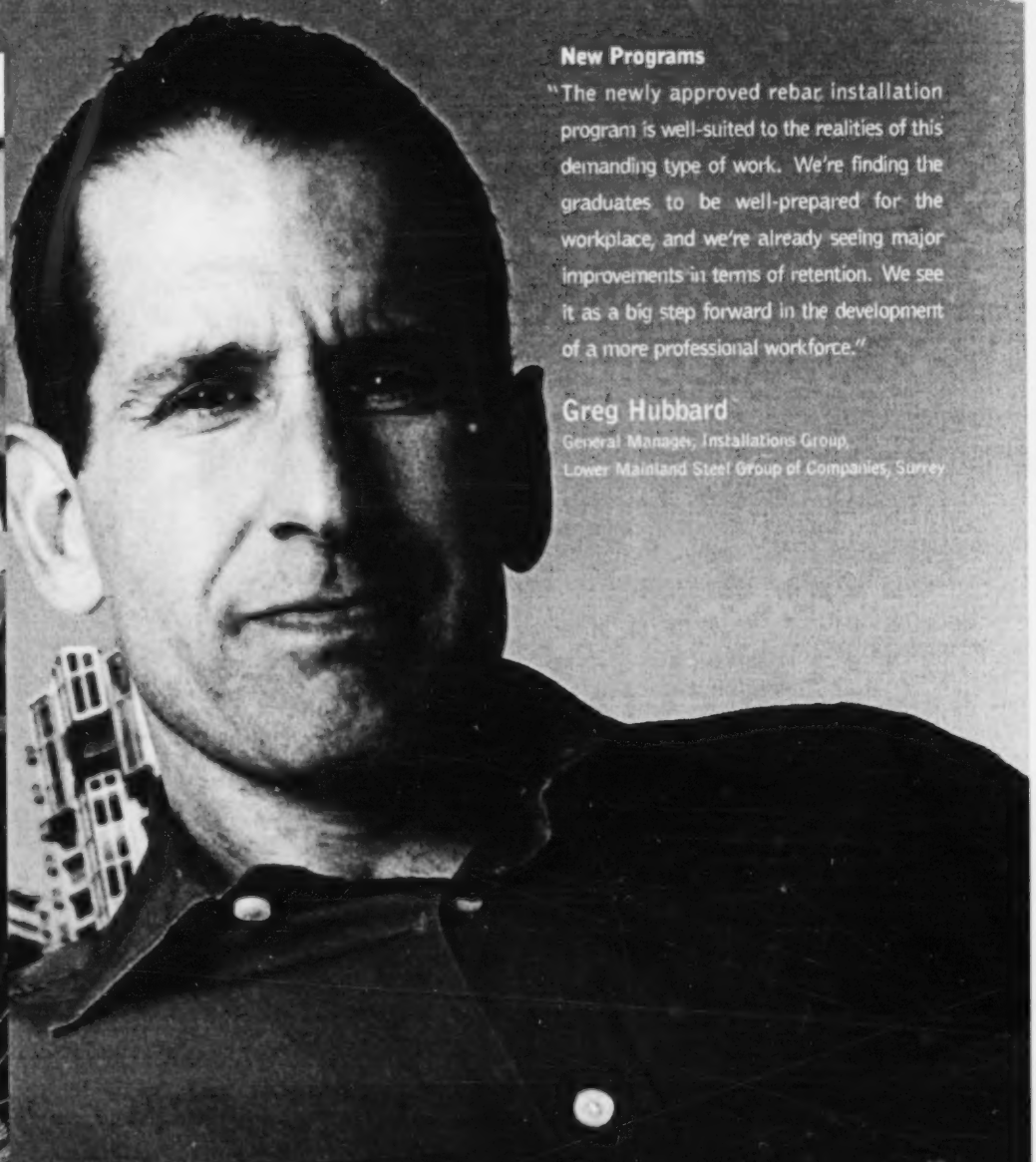
Bill Hardy
Director, BC Landscape and Nursery Association, Vancouver

The **BC Landscape and Nursery Association** is among the industry groups involved in the development of prototype Industry Training Organizations (ITOs). The horticulture sector proposed a concept to the **ITA**, which became the blueprint for the ITO model.

Putting industry leadership into effect is among the most important of the **ITA's** strategic objectives. During 2004/05 it commenced development of a policy framework, within which it will work with industry to form sector-based Industry Training Organizations. ITOs are expected to assume key responsibilities in areas such as labour-market needs assessments and program standards maintenance.

ita

Meeting BC's Skilled Labour Needs



New Programs

"The newly approved rebar installation program is well-suited to the realities of this demanding type of work. We're finding the graduates to be well-prepared for the workplace, and we're already seeing major improvements in terms of retention. We see it as a big step forward in the development of a more professional workforce."

Greg Hubbard
General Manager, Installations Group,
Lower Mainland Steel Group of Companies, Surrey

Lower Mainland Steel was among the industry proponents of the new Reinforcing Steel Installer Program, approved during 2004/05. The company subsequently hired a number of graduates from pilot training programs.

Many industry groups have come forward with proposals for new training programs to address unmet needs. The **ITA** put a clear policy framework in place during 2004/05 to effectively respond to these demands, and approved four new programs. Employment outcomes among graduates of the steel installer and other new programs are very positive.

Measure: Ensure quality and relevance of industry training

Target: Develop quality assurance framework including examinations and assessment standards, start implementation

Status: Achieved

Rationale
Maintenance and updating of curriculum and assessment standards have not kept up with industry requirements in recent years.

2004/05 Performance
A project to comprehensively review program and assessment standards on a prioritized basis (beginning with high-participation trades) has been initiated, with industry taking the lead.

Longer-Term Performance
Service Plan 05/06-07/08
Refined Target: Number of Industry Training Programs with curriculum and assessment tools updated to established industry, provincial and inter-provincial standards;
Baseline (March 31, 2005): 0

2005/06	2006/07	2007/08
10 (total)	25 (total)	45 (total)

Responsibility for program and assessment standards are among key accountabilities likely to be assumed by ITOs. However, in recognition of the urgency of this issue, implementation of a quality assurance framework has been initiated, and refined targets set in the Service Plan for 2005/06-2007/08. Two program reviews were initiated during 2004/05 (electrician and cook). Consideration of the possible re-introduction of BC-specific assessment tools (written and practical exams) in some Red Seal trades was also initiated.

Measure: Quality satisfaction index that measures quality of training for learners and industry

Target: Develop index and establish baseline

Status: Partially Achieved (index developed, baseline establishment pending)

Rationale
Trainees/apprentices and employers/sponsors are the ITA's core customers.

2004/05 Performance
A survey instrument has been designed by external consultants, which will be used to obtain a baseline measure against which long-term performance will be tracked. (Survey scheduled to be completed in June 2005.)

Longer-Term Performance
Service Plan 05/06-07/08
Refined Target: Trainee/apprentice and employer/sponsor satisfaction levels

2005/06	2006/07	2007/08
Maintain or improve	Maintain or improve	Maintain or improve

Specific targets will be set once a baseline has been established.

Measure: Learner employability from non-apprenticeship programs

Target: Establish baseline

Status: Measure Re-stated

Rationale
This performance measure relates to Entry Level Trades Training programs, which are currently typified by varying standards and levels of employer satisfaction, and do not result in an ITA credential (although they may provide credit towards one).

2004/05 Performance
The assessment of ELTT program standards – and their specific linkage to employability – is an element of the trade-specific reviews of program and assessment standards described at left.

Longer-Term Performance:
Service Plan 05/06-07/08
Employability from existing non-apprenticeship programs is addressed through two performance measures in the Service Plan for 2005/06-07/08: i) Number of Industry Training Programs with curriculum and assessment tools updated to established industry, provincial and inter-provincial standards; and ii) Percentage of ITA funding directed to training programs which lead to an industry-endorsed ITA credential.

Trade-specific reviews of program and assessment standards include an assessment of ELTT, and employability of graduates is a key review criterion. Additionally, the ITA is committed to reducing the number of non-credentialed programs within its funding envelope. As industry-led reviews of ELTT programs are completed, formal ITA credentials will be attached to those that are found to be delivering outcomes aligned with industry needs.

Performance Against Goal 3:
Responsive, Efficient and Accountable Management

Measure: Turnaround times of applications, enquiries and requests for assistance through ITC

Target: Establish baseline measure and future-year goals

Status: Not Achieved

Rationale
The Industry Training Centre (operated by Service BC) works under contract to the ITA and is responsible for service provision to trainees/apprentices and employers/sponsors.

2004/05 Performance
The focus during 2004/05 was on the development and implementation (at the ITC) of new policies to facilitate improved and more flexible access to industry training. An external consultant has been contracted to conduct a prioritized review of ITC business processes and to establish service-level standards against which long-term performance will be measured. (Standards establishment scheduled for completion in 2005.)

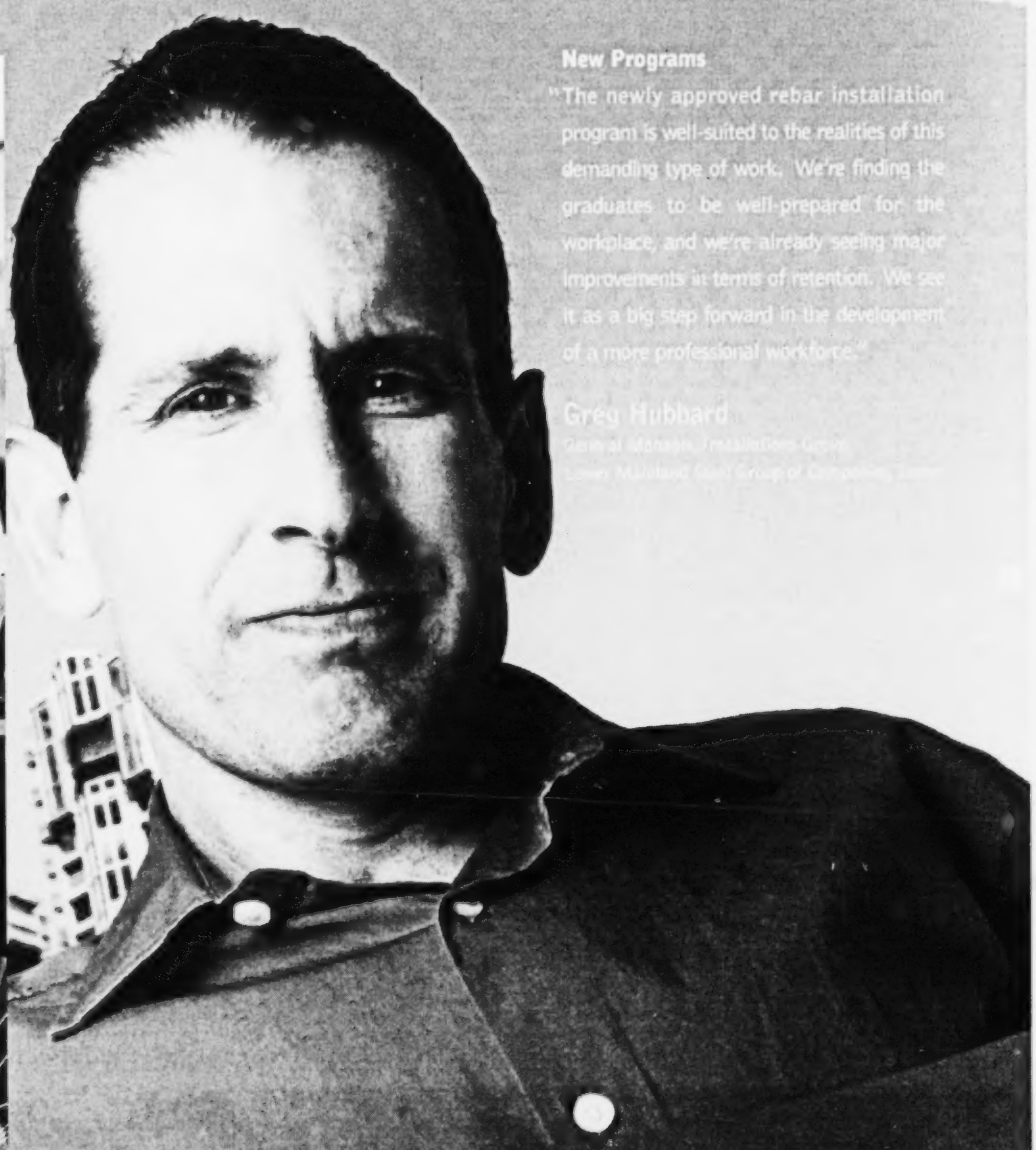
Longer-Term Performance
Service Plan 05/06-07/08

2005/06	2006/07	2007/08
TBD	TBD	TBD

Significant service improvements were made at the ITC during 2004/05, including the addition of four new staff, to address added volumes associated with significant growth in training participation. Operational improvements – such as an enhanced phone system and dedicated employer phone line – were also implemented.

ita
industry training authority

Meeting BC's Skilled Labour Needs



New Programs

"The newly approved rebar installation program is well-suited to the realities of this demanding type of work. We're finding the graduates to be well-prepared for the workplace, and we're already seeing major improvements in terms of retention. We see it as a big step forward in the development of a more professional workforce."

Greg Hubbard

General Manager, Construction Group
Lower Mainland Steel Group of Companies

Lower Mainland Steel was among the industry proponents of the new Reinforcing Steel Installer Program, approved during 2004/05. The company subsequently hired a number of graduates from pilot training programs.

Many industry groups have come forward with proposals for new training programs to address unmet needs. The **ITA** put a clear policy framework in place during 2004/05 to effectively respond to these demands, and approved four new programs. Employment outcomes among graduates of the steel installer and other new programs are very positive.

Measure: Ensure quality and relevance of industry training

Target: Develop quality assurance framework including examinations and assessment standards, start implementation

Status: Achieved

Rationale
Maintenance and updating of curriculum and assessment standards have not kept up with industry requirements in recent years.

2004/05 Performance
A project to comprehensively review program and assessment standards on a prioritized basis (beginning with high-participation trades) has been initiated, with industry taking the lead.

Longer-Term Performance
Service Plan 05/06-07/08
Refined Target: Number of Industry Training Programs with curriculum and assessment tools updated to established industry, provincial and inter-provincial standards; Baseline (March 31, 2005): 0

2005/06	2006/07	2007/08
10 (total)	25 (total)	45 (total)

Responsibility for program and assessment standards are among key accountabilities likely to be assumed by ITOs. However, in recognition of the urgency of this issue, implementation of a quality assurance framework has been initiated, and refined targets set in the Service Plan for 2005/06-2007/08. Two program reviews were initiated during 2004/05 (electrician and cook). Consideration of the possible re-introduction of BC-specific assessment tools (written and practical exams) in some Red Seal trades was also initiated.

Measure: Quality satisfaction index that measures quality of training for learners and industry

Target: Develop index and establish baseline

Status: Partially Achieved (index developed, baseline establishment pending)

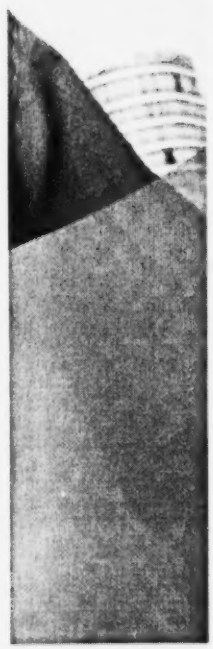
Rationale
Trainees/apprentices and employers/sponsors are the ITA's core customers.

2004/05 Performance
A survey instrument has been designed by external consultants, which will be used to obtain a baseline measure against which long-term performance will be tracked. (Survey scheduled to be completed in June 2005.)

Longer-Term Performance
Service Plan 05/06-07/08
Refined Target: Trainee/apprentice and employer/sponsor satisfaction levels

2005/06	2006/07	2007/08
Maintain or improve	Maintain or improve	Maintain or improve

Specific targets will be set once a baseline has been established.



Measure: Learner employability from non-apprenticeship programs

Target: Establish baseline

Status: Measure Re-stated

Rationale
This performance measure relates to Entry Level Trades Training programs, which are currently typified by varying standards and levels of employer satisfaction, and do not result in an ITA credential (although they may provide credit towards one).

2004/05 Performance
The assessment of ELTT program standards – and their specific linkage to employability – is an element of the trade-specific reviews of program and assessment standards described at left.

Longer-Term Performance:
Service Plan 05/06-07/08
Employability from existing non-apprenticeship programs is addressed through two performance measures in the Service Plan for 2005/06-07/08: i) Number of Industry Training Programs with curriculum and assessment tools updated to established industry, provincial and inter-provincial standards; and ii) Percentage of ITA funding directed to training programs which lead to an industry-endorsed ITA credential.

Trade-specific reviews of program and assessment standards include an assessment of ELTT, and employability of graduates is a key review criterion. Additionally, the ITA is committed to reducing the number of non-credentialed programs within its funding envelope. As industry-led reviews of ELTT programs are completed, formal ITA credentials will be attached to those that are found to be delivering outcomes aligned with industry needs.

Performance Against Goal 3:
Responsive, Efficient and Accountable Management

Measure: Turnaround times of applications, enquiries and requests for assistance through ITC

Target: Establish baseline measure and future-year goals

Status: Not Achieved

Rationale
The Industry Training Centre (operated by Service BC) works under contract to the ITA and is responsible for service provision to trainees/apprentices and employers/sponsors.

2004/05 Performance
The focus during 2004/05 was on the development and implementation (at the ITC) of new policies to facilitate improved and more flexible access to industry training. An external consultant has been contracted to conduct a prioritized review of ITC business processes and to establish service-level standards against which long-term performance will be measured. (Standards establishment scheduled for completion in 2005.)

Longer-Term Performance
Service Plan 05/06-07/08

2005/06	2006/07	2007/08
TBD	TBD	TBD

Significant service improvements were made at the ITC during 2004/05, including the addition of four new staff, to address added volumes associated with significant growth in training participation. Operational improvements – such as an enhanced phone system and dedicated employer phone line – were also implemented.

Measure: Performance-based training contracts for training institutes

Target: Establish performance criteria and baseline data, improve productivity by 10%

Status: Not Achieved

Rationale
The ITA is committed to remaining within its current funding envelope, while working with training providers to increase the number of people trained (and maintaining or improving quality standards).

2004/05 Performance
The performance criterion selected is annual aggregate capacity at all BC institutions providing Apprenticeship Technical Training. A productivity improvement of 4% was achieved.

2003-2004 Academic Year Apprentice Capacity (Baseline)	12,570[1]
2004-2005 Academic Year Apprentice Capacity	13,090[2]

Longer-Term Performance
A process of annual training plan development by training providers has been initiated, through which capacity will be aligned with labour market needs, to be identified in rolling three-year industry projections.

Measure: Effective registration and tracking systems in place
See above

16 Measure: Implement communications strategy

Target: Fully functioning web site by year end; baseline measure of stakeholders' understanding of the ITA's mandate, goals and results

Status: Partially Achieved (web site launched spring 2004, baseline measurement pending)

Rationale
Effective communication with stakeholders is an important underlay to the success of the new training model, in which participants have greater responsibility for their own training progress.

2004/05 Performance
The web site (www.itabc.ca) was launched in spring 2004. A survey instrument has been designed by external consultants, which will be used to obtain a baseline measure. (Survey scheduled to be completed in June 2005.)

Longer-Term Performance
Service Plan 05/06-07/08
Refined Target: Stakeholder awareness and understanding of ITA mandate and access points for training-related services

2005/06	2006/07	2007/08
Maintain or improve	Maintain or improve	Maintain or improve

Specific targets will be set once a baseline has been established.

Data Sources

The data source relied on in the development of baselines and ongoing tracking of various performance measures is the Apprenticeship Information Management System (AIMS) – a scheduling and tracking system developed in 1992. It is reliant on manual data entry carried out primarily at the Industry Training Centre. Training providers also have access to AIMS to enter Apprenticeship Technical Training results.

Over the long period of time that AIMS has been in use, business processes have evolved and a mis-alignment between system features and current processes has developed. AIMS also lacks functionality and interface features that are now standard with other registration and tracking systems.

AIMS is a useful tool for the tracking of trainee/apprentice progress through programs. It has very limited utility, however, for statistical tracking over time, because it is a real-time system without a data-warehousing capacity. This makes it impossible, for example, to consistently determine (with reference to data in AIMS) the number of registered trainees or employers at any point in the past.

The ITA has been tasked with the development of a more effective registration and tracking system with better statistical capacities. As noted above, completion of a feasibility study – combined with a fuller understanding of the current state of the training model, and of the scope of changes likely to be undertaken – indicated that investment in a full-scale registration and tracking system re-design would be imprudent at this time. The development of the underlying business model needs to be further advanced first. A project plan for the design of a new system is expected to be developed in 2006/07.

Various short-term improvements to the existing AIMS system nevertheless have been and continue to be made, with a particular emphasis on enhancing its data-tracking and reporting capacities. Most significantly, this includes the pending addition of a monthly data-warehousing feature to facilitate statistical tracking. Improved interface features are also being created.

To ensure the reliability of various key baselines developed in 2004/05, the ITA established criteria (for example, with respect to the definition of registered trainees) and undertook data-verification exercises. While in many cases comparable historical data are not available, reliable baselines – and a capacity to report against them – are now in place.

[1] Figures sourced from BC Trades Training Consortium and contribution agreements with private trainers.
[2] See immediately preceding footnote.

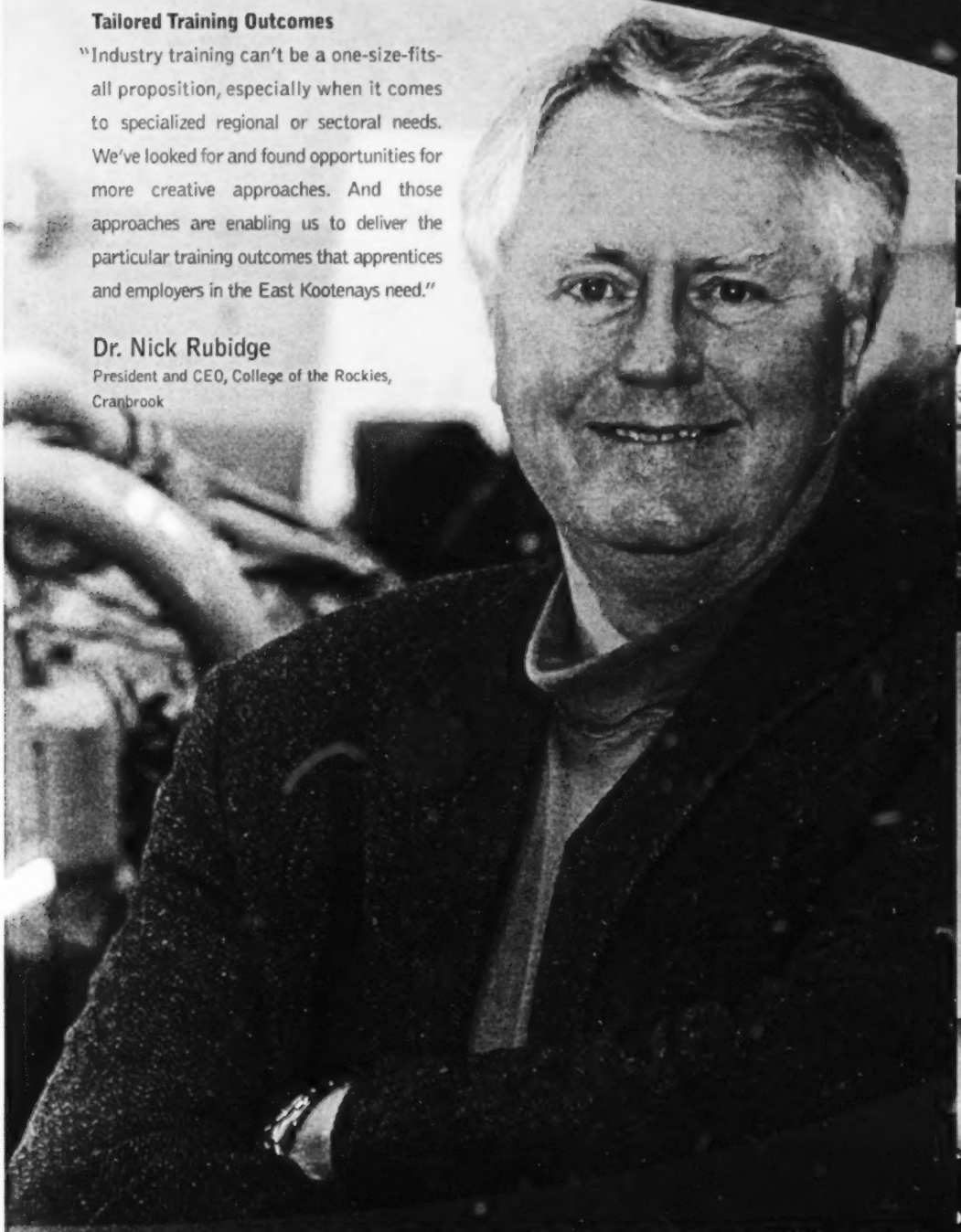
ita
industry training authority

Meeting BC's Skilled Labour Needs

Tailored Training Outcomes

"Industry training can't be a one-size-fits-all proposition, especially when it comes to specialized regional or sectoral needs. We've looked for and found opportunities for more creative approaches. And those approaches are enabling us to deliver the particular training outcomes that apprentices and employers in the East Kootenays need."

Dr. Nick Rubidge
President and CEO, College of the Rockies, Cranbrook



College of the Rockies launched an innovative Mining Apprenticeship Program in 2004/05 – in partnership with local industry – providing a more flexible training and work-placement model for heavy duty mechanics. This is among a number of industry training-related innovations being implemented at the college.

The **ITA** promotes innovation in training delivery, and is working with both industry and training providers to identify and implement new approaches that encourage more trainees/apprentices and employers/sponsors to become involved in apprenticeship. An assessment of pilot project outcomes contributed to this effort, as did the review and updating of industry training policies. Greater flexibility relating to apprenticeship sponsorship, for example, facilitates alternative on-the-job training arrangements.

Measure: Performance-based training contracts for training institutes

Target: Establish performance criteria and baseline data, improve productivity by 10%

Status: Not Achieved

Rationale
The ITA is committed to remaining within its current funding envelope, while working with training providers to increase the number of people trained (and maintaining or improving quality standards).

2004/05 Performance
The performance criterion selected is annual aggregate capacity at all BC institutions providing Apprenticeship Technical Training. A productivity improvement of 4% was achieved.

2003-2004 Academic Year Apprentice Capacity (Baseline)	12,570[1]
2004-2005 Academic Year Apprentice Capacity	13,090[2]

Longer-Term Performance
A process of annual training plan development by training providers has been initiated, through which capacity will be aligned with labour market needs, to be identified in rolling three-year industry projections.

Measure: Effective registration and tracking systems in place
See above

11. Measure: Implement communications strategy

Target: Fully functioning web site by year end; baseline measure of stakeholders' understanding of the ITA's mandate, goals and results

Status: Partially Achieved (web site launched spring 2004, baseline measurement pending)

Rationale
Effective communication with stakeholders is an important underlay to the success of the new training model, in which participants have greater responsibility for their own training progress.

2004/05 Performance
The web site (www.itabc.ca) was launched in spring 2004. A survey instrument has been designed by external consultants, which will be used to obtain a baseline measure. (Survey scheduled to be completed in June 2005.)

Longer-Term Performance
Service Plan 05/06-07/08
Refined Target: Stakeholder awareness and understanding of ITA mandate and access points for training-related services

2005/06	2006/07	2007/08
Maintain or improve	Maintain or improve	Maintain or improve

Specific targets will be set once a baseline has been established.

Data Sources

The data source relied on in the development of baselines and ongoing tracking of various performance measures is the Apprenticeship Information Management System (AIMS) – a scheduling and tracking system developed in 1992. It is reliant on manual data entry carried out primarily at the Industry Training Centre. Training providers also have access to AIMS to enter Apprenticeship Technical Training results.

Over the long period of time that AIMS has been in use, business processes have evolved and a mis-alignment between system features and current processes has developed. AIMS also lacks functionality and interface features that are now standard with other registration and tracking systems.

AIMS is a useful tool for the tracking of trainee/apprentice progress through programs. It has very limited utility, however, for statistical tracking over time, because it is a real-time system without a data-warehousing capacity. This makes it impossible, for example, to consistently determine (with reference to data in AIMS) the number of registered trainees or employers at any point in the past.

The ITA has been tasked with the development of a more effective registration and tracking system with better statistical capacities. As noted above, completion of a feasibility study – combined with a fuller understanding of the current state of the training model, and of the scope of changes likely to be undertaken – indicated that investment in a full-scale registration and tracking system re-design would be imprudent at this time. The development of the underlying business model needs to be further advanced first. A project plan for the design of a new system is expected to be developed in 2006/07.

Various short-term improvements to the existing AIMS system nevertheless have been and continue to be made, with a particular emphasis on enhancing its data-tracking and reporting capacities. Most significantly, this includes the pending addition of a monthly data-warehousing feature to facilitate statistical tracking. Improved interface features are also being created.

To ensure the reliability of various key baselines developed in 2004/05, the ITA established criteria (for example, with respect to the definition of registered trainees) and undertook data-verification exercises. While in many cases comparable historical data are not available, reliable baselines – and a capacity to report against them – are now in place.

[1] Figures sourced from BC Trades Training Consortium and contribution agreements with private trainers.
[2] See immediately preceding footnote.

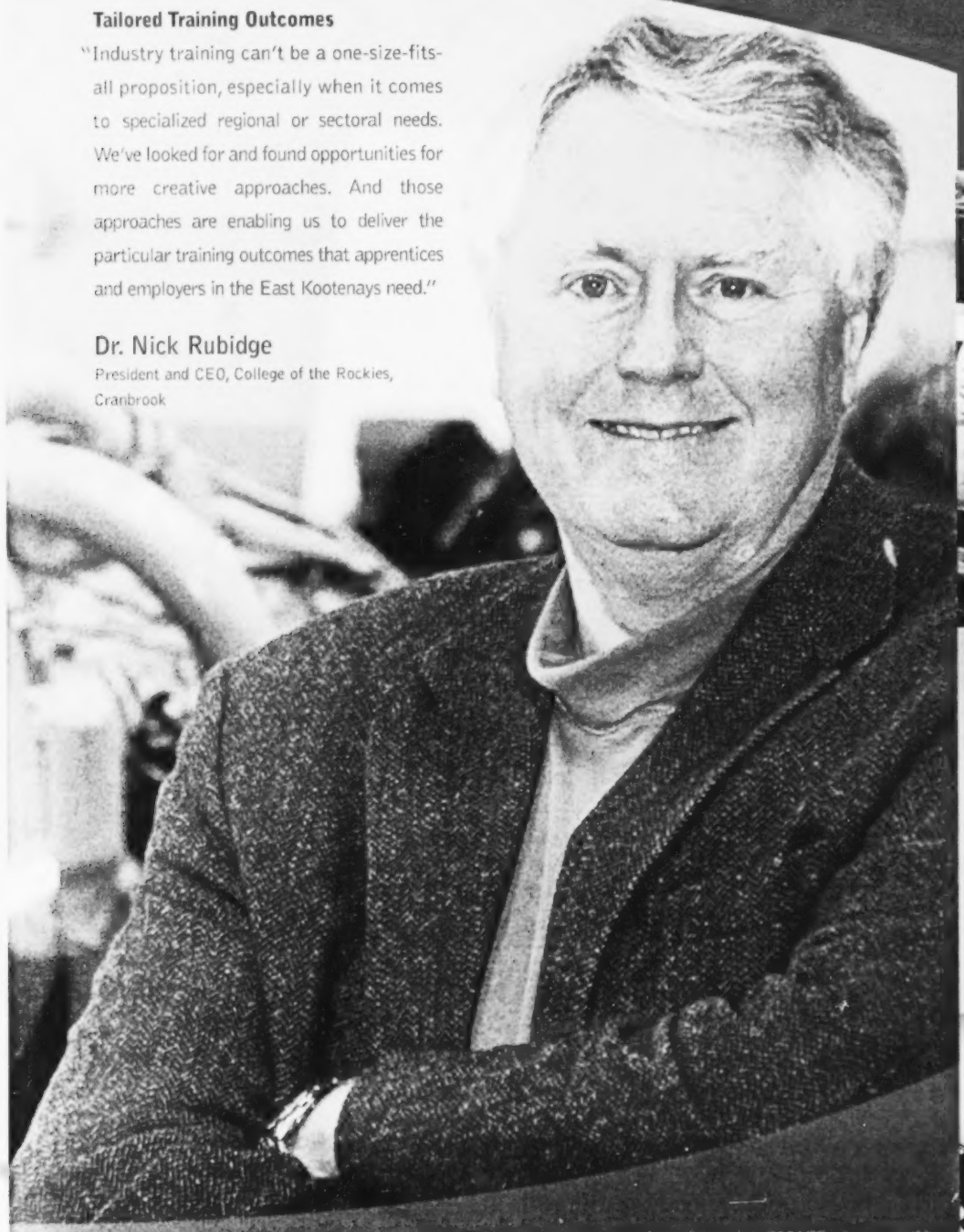
ita

Meeting BC's Skilled Labour Needs

Tailored Training Outcomes

"Industry training can't be a one-size-fits-all proposition, especially when it comes to specialized regional or sectoral needs. We've looked for and found opportunities for more creative approaches. And those approaches are enabling us to deliver the particular training outcomes that apprentices and employers in the East Kootenays need."

Dr. Nick Rubidge
President and CEO, College of the Rockies, Cranbrook



College of the Rockies launched an innovative Mining Apprenticeship Program in 2004/05 – in partnership with local industry – providing a more flexible training and work-placement model for heavy duty mechanics. This is among a number of industry training-related innovations being implemented at the college.

The **ITA** promotes innovation in training delivery, and is working with both industry and training providers to identify and implement new approaches that encourage more trainees/apprentices and employers/sponsors to become involved in apprenticeship. An assessment of pilot project outcomes contributed to this effort, as did the review and updating of industry training policies. Greater flexibility relating to apprenticeship sponsorship, for example, facilitates alternative on-the-job training arrangements.

ita
industry training authority

Meeting BC's Skilled Labour Needs

Industry Competitiveness

"Aerospace is an extremely competitive and safety-conscious industry, and we rely on highly skilled people to maintain our edge and our standards. That makes effective skills training essential. And that's why we're working with the University College of the Fraser Valley, BCIT and others to encourage innovative training approaches and long-term skills-development plans."

Michael Coughlin
Executive Vice President, Cascade Aerospace, Abbotsford

Cascade is expanding its workforce to meet growing customer demand, while supporting its business strategy of on-time, on-quality and on-budget delivery of aircraft maintenance and engineering services.

The **ITA** recognizes that appropriate training is vitally important to the competitiveness of BC companies. In 2004/05 it significantly exceeded targeted growth in training participation, and also made progress towards better aligning funding priorities with labour market demands – to ensure sufficient numbers and the right mix of skilled workers will be available when industry needs them.

Alignment with Government's Strategic Plan

The Industry Training Authority's vision, mission and values – and the means by which it is putting them into practice – are fully consistent with both:

- Government's core values of integrity, fiscal responsibility, accountability, respect and choice; and
- the themes and managerial principles underlying the Government's most recent strategic plan, including the commitment to operate in an innovative, enterprising, results-oriented and accountable manner.

More specifically, there is a close alignment between many of the performance measures detailed in this Annual Report, and various objectives, key measures and associated strategies identified by Government in relation to its overarching goal of achieving a strong and vibrant provincial economy. There is further alignment between ITA performance measures and strategies identified by Government in relation to its overarching goal of achieving a supportive social fabric.

The most direct among these linkages are identified below:

Government Strategic Plan		ITA Performance Measures
Goal: Strong and Vibrant Provincial Economy	Objective: BC will have a skilled workforce	Pursuit of each of the performance targets detailed in this report contributes to achievement of this government objective
	Measure: Percentage of the workforce with a post-secondary certificate, diploma or degree	• Number of trainees in the industry training system • Number of youth participants in SSA and related programs • Number of credentials awarded • Credential completion rates
	Strategy: Identify opportunities for Government to partner with business and workers to ensure BC has the skilled workforce to support economic growth	• Funding priorities based on labour market information • Positive results from pilot projects implemented • Number of employers offering placements • Effective response to industry demands for new training programs
Goal: Supportive Social Fabric	Strategy: Increase flexibility and choice for kindergarten to grade 12 and post-secondary students	• Positive results from pilot projects implemented • Implement multiple means of access to learning • Number of youth participants in SSA and related programs
	Promote the delivery of high-quality, cost-effective and community-based education, health and social services throughout the province	• Implement multiple means of access to learning • Performance based training contracts for training institutes
	Expand federal/provincial projects related to enhancing recognition of foreign credentials to assist BC in attracting the skilled workforce to support economic growth as part of BC's Gateway Strategy	• Improve access to industry training credentials for foreign trained workers
	Implement performance-based accountability agreements for service providers and authorities who are accountable for the delivery of health, education, social and justice-related services	• Performance-based training contracts for training institutes

The alignment between ITA activities and Government's strategic objectives is further assured through a Shareholder's Letter of Expectations executed by the Minister of Advanced Education, and a Budget and Accountability Letter executed by the deputy minister. The Shareholder's Letter of Expectations sets out high-level performance expectations, public policy issues and strategic priorities. The Budget and Accountability Letter provides information regarding Government's priorities relating to the post-secondary education system. Both inform the service planning process through which ITA performance measures are defined.

Meeting BC's Skilled Labour Needs

Industry Competitiveness

"Aerospace is an extremely competitive and safety-conscious industry, and we rely on highly skilled people to maintain our edge and our standards. That makes effective skills training essential. And that's why we're working with the University College of the Fraser Valley, BCIT and others to encourage innovative training approaches and long-term skills-development plans."

Michael Coughlin
Executive Vice President, Cascade Aerospace, Abbotsford

Cascade is expanding its workforce to meet growing customer demand, while supporting its business strategy of on-time, on-quality and on-budget delivery of aircraft maintenance and engineering services.

The **ITA** recognizes that appropriate training is vitally important to the competitiveness of BC companies. In 2004/05 it significantly exceeded targeted growth in training participation, and also made progress towards better aligning funding priorities with labour market demands – to ensure sufficient numbers and the right mix of skilled workers will be available when industry needs them.

Alignment with Government's Strategic Plan

The Industry Training Authority's vision, mission and values – and the means by which it is putting them into practice – are fully consistent with both:

- Government's core values of integrity, fiscal responsibility, accountability, respect and choice; and
- the themes and managerial principles underlying the Government's most recent strategic plan, including the commitment to operate in an innovative, enterprising, results-oriented and accountable manner.

More specifically, there is a close alignment between many of the performance measures detailed in this Annual Report, and various objectives, key measures and associated strategies identified by Government in relation to its overarching goal of achieving a strong and vibrant provincial economy. There is further alignment between ITA performance measures and strategies identified by Government in relation to its overarching goal of achieving a supportive social fabric.

The most direct among these linkages are identified below.

Government Strategic Plan		ITA Performance Measures
Goal: Strong and Vibrant Provincial Economy	Objective: BC will have a skilled workforce	Pursuit of each of the performance targets detailed in this report contributes to achievement of this government objective
	Measure: Percentage of the workforce with a post-secondary certificate, diploma or degree	• Number of trainees in the industry training system • Number of youth participants in SSA and related programs • Number of credentials awarded • Credential completion rates
	Strategy: Identify opportunities for Government to partner with business and workers to ensure BC has the skilled workforce to support economic growth	• Funding priorities based on labour market information • Positive results from pilot projects implemented • Number of employers offering placements • Effective response to industry demands for new training programs
Goal: Supportive Social Fabric	Strategy: Increase flexibility and choice for kindergarten to grade 12 and post-secondary students	• Positive results from pilot projects implemented • Implement multiple means of access to learning • Number of youth participants in SSA and related programs
	Promote the delivery of high-quality, cost-effective and community-based education, health and social services throughout the province	• Implement multiple means of access to learning • Performance based training contracts for training institutes
	Expand federal/provincial projects related to enhancing recognition of foreign credentials to assist BC in attracting the skilled workforce to support economic growth as part of BC's Gateway Strategy	• Improve access to industry training credentials for foreign trained workers
	Implement performance-based accountability agreements for service providers and authorities who are accountable for the delivery of health, education, social and justice-related services	• Performance-based training contracts for training institutes

The alignment between ITA activities and Government's strategic objectives is further assured through a Shareholder's Letter of Expectations executed by the Minister of Advanced Education, and a Budget and Accountability Letter executed by the deputy minister. The Shareholder's Letter of Expectations sets out high-level performance expectations, public policy issues and strategic priorities. The Budget and Accountability Letter provides information regarding Government's priorities relating to the post-secondary education system. Both inform the service planning process through which ITA performance measures are defined.

Financial Report

Management's Discussion & Analysis

Results of Operations	Actual	Budget	Variance
Revenue			
Contributions from the Province	78.1	77.3	.8
Other Income	.5	.1	.3
Total Revenue	78.6	77.4	1.1
Expenses			
Contributions to Training Providers	70.2	70.2	—
Program Expenses	3.6	4.4	.8
Operating Expenses	1.3	1.6	.4
Salaries and Benefits	1.2	1.2	—
Total Expenses	76.3	77.4	1.2
Excess of Revenues Over Expenses	2.3	–	2.3

All figures in millions of dollars.

Because the Industry Training Authority is a relatively new organization – having become fully operational on April 1, 2004, three months prior to the end of the previous fiscal – no comparative financial information has been presented.

The ITA had revenues during 2004/05 of $78.6 million and expenses of $76.3 million.

The ITA derives its funding primarily from the Ministry of Advanced Education. During the year, additional funding of $1.2 million was received. Half of this funding was provided by the Ministry of Advanced Education, and half by the Ministry of Education. This was directed funding for the new ACE IT program. Of this amount, $0.8 million has been expended, and the balance is deferred for utilization during 2005/06.

By far the largest component of expenses is contributions to training providers. Expenses were within budget during 2004/05. Program expenses were less than the budgeted amount primarily due to the timing of contract awards for program development.

The ITA had a total staff count of 10 as of March 31, 2005. In addition, 17 staff at the Industry Training Centre provide services to trainees/apprentices and employers/sponsors pursuant to a contract with Service BC.

The ITA operates within an external business and policy environment which – by virtue of its mandate to effect significant change with respect to industry training – remains in transition. Key variables that will have a bearing on financial performance going forward include: levels of growth in industry training participation; effective assumption, on the part of industry, of a broader and more direct role in training development and delivery; and effective responses on the part of training providers to the need to enhance productivity within current funding parameters.

Financial Report

Report of Management Responsibility

The financial statements of the Industry Training Authority, for the year ended March 31, 2005, have been prepared by management in accordance with Canadian generally accepted accounting principles. These financial statements present fairly the financial position of the ITA as of March 31, 2005.

Management is responsible for the preparation of the financial statements and has established a system of internal control to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and financial records provide reliable information for the preparation of financial statements.

The Board of Directors carries out its responsibility for the review of the financial statements. The Board meets with management and the external auditor to discuss the results of audit examinations and financial reporting matters. The external auditor has full access to the Board.

The Auditor General of British Columbia has performed an independent audit of the financial statements of the Industry Training Authority. The Auditor's report outlines the scope of his examination and expresses an opinion on the financial statements of the Industry Training Authority.

Brian Clewes
Chief Executive Officer

Sue Deans, CMA
Chief Financial Officer,
Director of Administration

Report of the Auditor General of British Columbia

To the Members of the Board of Directors of the Industry Training Authority, and

To the Minister of Advanced Education, Province of British Columbia:

I have audited the balance sheet of the *Industry Training Authority* as at March 31, 2005 and the statements of changes in net assets, revenues and expenses and cash flows for the year then ended. These financial statements are the responsibility of the Authority's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the *Industry Training Authority* as at March 31, 2005 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Wayne Strelioff

Victoria, British Columbia
May 10, 2005

Wayne Strelioff, FCA
Auditor General

Financial Report

Balance Sheet, As at March 31, 2005

	2005	2004
Assets		
Cash and Bank (Note 3)	$ 6,620,095	$ —
Accounts Receivable:		
Province of British Columbia	1,434,260	3,412,742
Other	31,388	—
Prepaid Expenses	69,624	97,896
	8,155,367	3,510,638
Capital Assets (Note 4)	328,568	312,383
	$ 8,483,935	$ 3,823,021
Liabilities		
Accounts Payable and Accrued Liabilities	$ 2,229,927	$ 1,669,064
Deferred Contributions (Note 5)	1,826,940	—
Deferred Capital Contribution (Note 6)	217,764	276,804
Net Assets		
Invested in Capital Assets	110,804	35,579
Unrestricted	4,098,500	1,841,574
Total Net Assets	4,209,304	1,877,153
	$ 8,483,935	$ 3,823,021

The accompanying notes are an integral part of these financial statements.

On behalf of the Board of Directors:

Bev Briscoe
Chair, Board of Directors

Brian Clewes
Chief Executive Officer

Financial Report

Statement of Changes in Net Assets, For the year ended March 31, 2005

	Invested in Capital Assets	Unrestricted	2005 Total	January 2, 2004 to March 31, 2004 (Note 1)
Balance, Beginning of Year	$ 35,579	$ 1,841,574	$ 1,877,153	$ —
Excess Revenues over Expenses for the Period	—	2,332,151	2,332,151	1,877,153
Investment in Capital Assets:				
Cost	118,157	(118,157)	—	—
Depreciation	(42,932)	42,932	—	—
Balance, End of Year	$ 110,804	$ 4,098,500	$ 4,209,304	$ 1,877,153

The accompanying notes are an integral part of these financial statements.

Financial Report

Statement of Revenues and Expenses, For the year ended March 31, 2005

	2005	January 2, 2004 to March 31, 2004 (Note 1)
Revenues		
Contributions from the Province	$ 78,054,060	$ 20,748,798
Examinations and Assessment Fees	193,735	50,255
Interest Income	220,012	—
Amortization of Deferred Capital Contribution	59,040	18,398
Other Income	59,869	—
	78,586,716	20,817,451
Expenses		
Contributions to Training Providers	70,207,772	17,949,670
Apprentice Services (Note 9)	1,815,045	195,505
Program Development Costs	1,581,108	—
Secondary School Scholarships	160,500	114,500
Salaries and Benefits	1,173,983	103,335
Board Fees and Expenses	79,772	71,421
Travel	86,405	26,341
Professional Services	369,119	281,140
Building Occupany Charges (Note 9)	97,746	61,302
General Office and Business Expenses	122,908	56,766
Information Systems Operating Costs	139,207	55,228
Communications and Marketing	319,028	5,275
Depreciation Expense	101,972	19,815
	76,254,565	18,940,298
Excess of Revenues over Expenses for the Period	$ 2,332,151	$ 1,877,153

The accompanying notes are an integral part of these financial statements.

Financial Report

Statement of Cash Flows, For the year ended March 31, 2005

	2005	January 2, 2004 to March 31, 2004 (Note 1)
Operating Activities		
Excess of Revenues over Expenses for the period	$ 2,332,151	$ 1,877,153
Items not affecting Cash Equivalents		
Amortization of Deferred Capital Contributions	(59,040)	(18,398)
Depreciation Expense	101,972	19,815
Changes in working capital:		
Decrease (Increase) in Accounts Receivable	1,947,094	(3,412,742)
Decrease (Increase) in Prepaid Expenses	28,272	(97,896)
Increase in Accounts Payable and Accrued Liabilities	560,863	1,669,064
	4,911,312	36,996
Financing Activities		
Deferred Contributions	1,826,940	295,202
Investing Activities		
Purchase of Capital Assets	(118,157)	(332,198)
Increase in Cash and Bank	6,620,095	—
Cash and Bank, Beginning of Year	—	—
Cash and Bank, End of Year	$ 6,620,095	$ —
Represented by:		
Bank Account – General and Administration	3,107,627	—
Bank Account – Program	3,486,447	—
Bank Account – In Trust	25,821	—
Bank Account – Petty Cash	200	—
	$ 6,620,095	$ —

The accompanying notes are an integral part of these financial statements.

Financial Report

Notes to Financial Statements, For the year ended March 31, 2005

1 The Authority

The Industry Training Authority (the Authority) was established on January 2, 2004 as a corporation and an agent of the Provincial government under the *Industry Training Authority Act*. Its Board of Directors consists of nine members appointed by the provincial government.

The Authority is mandated to regulate, expand and improve British Columbia's industry training system. The Authority works to better align training and credentials with industry needs, to provide more flexibility for people pursuing training, and to meet the province's skilled labour needs now and in the future. The Authority receives substantially all its funding from the Province of British Columbia.

The 2005 financial statements present the first full year of operations of the Authority. In 2004, the Authority was operational for three months, from the date of incorporation on January 2, 2004 to March 31, 2004.

2 Significant Accounting Policies

(a) Basis of Accounting

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles.

(b) Revenues and Expenses

The Authority follows the deferral method of accounting for contributions. Operating contributions from the Province are recognized as revenue in the period when they become receivable. Capital or other restricted funding is deferred and recognized as revenue in the period in which the related expenses are incurred.

Contributions payable to colleges, training institutions and other service providers for training programs are recognized as expenses in the period in which the transactions and events giving rise to the contributions have occurred.

(c) Capital Assets

Capital assets are recorded at cost and are depreciated on a straight-line basis over their estimated useful life:

PC Hardware and Software	3 years
Computer Mainframe Software	5 years
Furniture	3 years

(d) Use of Estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Actual results could differ from these estimates.

3 Cash and Bank Balance

Included in the cash and bank balance is $25,821 held in trust for third parties. The corresponding trust fund in the same amount is included in Accounts Payable and Accrued Liabilities.

4 Capital Assets

	March 31, 2005			2004
	Cost	Accumulated Depreciation	Net Book Value	Net Book Value
PC Hardware and Software	$ 71,919	$ 18,836	$ 53,083	$ 35,579
Computer Mainframe Software	295,202	77,438	217,764	276,804
Furniture	83,234	25,513	57,721	—
	$ 450,355	$ 121,787	$ 328,568	$ 312,383

Notes to Financial Statements

5 Deferred Contributions

Deferred contributions represent unspent funds restricted externally for specific projects and programs.

	2005	2004
Balance, beginning of period	$ —	$ —
Contributions received and receivable during the period	2,600,000	—
Transferred to Revenue	(773,060)	—
Balance, end of period	$ 1,826,940	$ —

6 Deferred Capital Contributions

	2005	2004
Balance, beginning of period	$ 276,804	$ —
Contributions received during the period	—	295,202
Amount amortized to revenue	(59,040)	(18,398)
Balance, end of period	$ 217,764	$ 276,804

7 Employee Benefit Plans

The Authority pays 100% of premiums relating to a comprehensive benefit plan for its employees. The plan includes extended medical, dental, life insurance and long term disability coverage. The long term disability component is a taxable benefit for the employees.

The Authority, through quarterly payments to individual employees based on their salaries, provides contributions for the employees' personal pension plans. It is the responsibility of the employee to direct the payments into their plans. The quarterly payments by the Authority to the employees totalled $60,823.

On September 1, 2004, the Authority enrolled as an employer under the Public Service Pension Plan. Effective that date, the employees of the Authority became eligible to participate in the plan. Two employees who have opted to join the plan do not receive the quarterly payments referred to above. The Authority's contribution under this plan was $2,600.

8 Commitments

The Authority has lease obligations to British Columbia Buildings Corporation for premises and to Canon for office equipment.

The future minimum obligations under the operating leases are:

2006	$ 105,123
2007	106,917
2008	108,715
2009	91,055
2010	—
Total	$ 411,810

9 Related Party Transactions

(a) The Authority has contracted with Service BC to deliver services for apprentices throughout British Columbia. The Authority has a three year contract ending March 31, 2007 with Service BC.

(b) All office facilities are leased through the British Columbia Buildings Corporation. Total lease payments for the year ended March 31, 2005 were $97,746. (2004 - $61,302)

(c) During the year the Authority paid $189,667 to companies with an ownership interest by a member of the Board of Directors. The transactions were conducted in the normal course of business. In addition, the Authority paid $83,500 to companies that had a member of the Board of Directors on staff. The Board Member did not participate in the approval of the contracts.

Corporate Governance

Governance Principles and Roles

The Industry Training Authority is a Crown agency, which is held accountable for the fulfillment of its legislated mandate – and of further direction received from Government – through a reporting relationship with the Minister of Advanced Education.

The ITA is governed by a nine-member board of independent directors, appointed by the Lieutenant Governor in Council. The Board has a fiduciary role, and provides oversight of the conduct of the ITA's business and supervises its management. Each individual director acts in the best interests of the ITA, and not on behalf of a particular interest or constituency.

The Board has a wide range of specific governance-related interests and responsibilities, including: strategic planning, risk management, organizational and managerial capacity, internal control, ethics and values, and communication with Government and with the ITA's customer groups and stakeholders.

The Board participates in the development of, and ultimately approves, the ITA's Service Plan – in accordance with the parameters outlined by the Minister of Advanced Education in the Shareholder's Letter of Expectation.

Board members focused during 2004/05 on the development of a governance structure guided by best practices. This included defining roles for the chair and individual board members, and setting terms of reference for the Board and its standing committees. A code of conduct and conflict of interest guidelines were also developed.

The Board implemented an annual performance evaluation process. Each member completes an extensive questionnaire addressing the performance of the Board and of its chair and committees. The results are summarized and presented as part of an annual strategic planning exercise, and become a basis for governance improvements.

Corporate Governance

Membership and Committees

Board members are drawn from diverse sectoral backgrounds, and have a range of industry and training-related expertise. The Board has four standing committees, each with between three and five members, the purposes of which are as follows:

Finance – To assist the Board in discharging its financial oversight responsibilities by reviewing financial information to be provided to Government, systems of internal controls, funding criteria and processes, and all audit processes.

Standards – To assist the Board in discharging its obligations relating to the efficacy, quality and integrity of the ITA's industry training programs and credentials.

Policy – To assist the Board in discharging its obligations relating to operational policies by providing support, advice and recommendations on matters relating thereto.

Human Resources and Governance – To assist the board in discharging obligations relating to such matters as compensation and succession planning, assessments and recommendations relating to Board effectiveness, and director selection criteria and development.

The members of the ITA's Board of Directors, and their committee responsibilities, are:

Bev Briscoe (chair)	Finance (chair)
Cliff Alderson	Finance
Campbell Black	Standards (chair)
Allan Bruce *	Policy
Barry Marsden	HR and Governance
Rod Goy *	Standards
Barbara Naef	Standards
Frank Pasacreta	Policy (chair), HR and Governance
Gord Stewart	Finance, Standards
Jim Utley	Policy, HR and Governance (chair)

* Rod Goy resigned from the board effective December 2004. Allan Bruce was appointed to the board effective April 2005.

Senior Management

The members of the ITA's senior management team are:

Brian Clewes	Chief Executive Officer
Geoff Stevens	Vice President, Operations
Sue Deans	Chief Financial Officer, Director of Administration
Jeff Nugent	Director, Policy and Research
Sandy Steward	Director, Client Interests
Lisa Dooling	Director, Communications and Marketing
Vacant	Director, Program Standards
Vacant	Director, Red Seal

Glossary

Accredited Training Programs – Industry Training Programs that lead to a credential with an inter-provincial or Red Seal Endorsement.

Apprentice – See "Trainee" below.

Apprenticeship Information Management System (AIMS) – A computerized tracking system used to record Trainee/Apprentice progress through an Industry Training Program.

Apprenticeship Technical Training – The theoretical or in-school component of an Industry Training Program, consisting of instruction and evaluation in classroom and shop settings.

Challenge Exams – Exams written by people who have not taken part in Apprenticeship Technical Training, but who believe they have otherwise acquired the knowledge necessary to pass a particular exam.

Entry Level Trades Training (ELTT) – Any of a variety of pre-apprenticeship and pre-employment programs offered by colleges and private training providers which are intended as an entry point to Industry Training Programs (and typically provide some credit towards completion of them).

Industry Training Credential – Formal recognition that an individual has successfully completed an Industry Training Program. In BC, an Industry Training Credential takes the form of a Certificate of Qualification, possibly with a Red Seal Endorsement.

Industry Training Organization – An industry-directed, not-for-profit legal entity with responsibility for developing and managing designated Industry Training Programs prominent within a recognized economic sector (e.g. residential construction, horticulture, automotive repair).

Industry Training Program – An occupation-specific program involving defined competencies and standards, assessment tools and a credential to be awarded upon successful completion.

Journeyperson – Someone who holds an Industry Training Credential.

Labour Market Information Framework – An assessment of anticipated labour market needs for specific types of skilled labour.

Level Exams – An exam written upon completion of a particular level of Apprenticeship Technical Training, or on a challenge basis.

Prior Learning Assessment/ Competency-Based Assessment – Assessments, typically based at least in part on practical evaluations, of skills already acquired by an individual prior to starting an Industry Training Program or upon application for a credential.

Recognized Training Programs – Industry Training Programs that lead to a credential without an inter-provincial or Red Seal endorsement.

Red Seal – An inter-provincial program providing a standardized endorsement for specific occupations/trades and allowing for greater labour mobility. Upon successful completion of a Red Seal Exam, a Red Seal endorsement is added to the provincial credential.

Sponsor – An individual or other legal entity (often, but not necessarily, an employer) that commits to ensuring that a Trainee/Apprentice receives work-based training relevant to his or her Industry Training Program, and under the direction of a qualified individual(s).

Trainee – A person who registers with the Industry Training Authority and pursues a particular Industry Training Program with the intent of obtaining an Industry Training Credential.

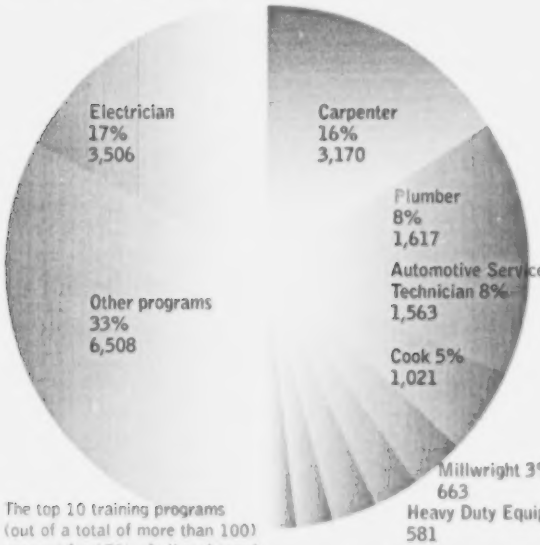
Key Facts

The following graphs and tables present statistical snapshots of different aspects of industry training participation in British Columbia in 2004/05. The Industry Training Authority continues to refine its statistical tracking capacities, in the interests of better understanding outcomes and needs, and ensuring achievement of its performance measures. (See page 16.)

Top 10 Training Programs

(Registered Trainees: March 31, 2005)

Total = 20,050 Registered Trainees



The top 10 training programs (out of a total of more than 100) account for 67% of all registered trainees / apprentices.

Employers / Sponsors by Number of Registered Trainees

Total = 7,863 Employers / Sponsors

Top 10 Training Programs

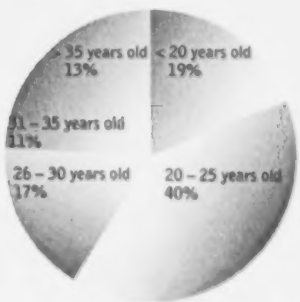
(New Registrants: Fiscal 2004/05)

Total = 7,996 New Registrants

New Registrants by Age Group

(Fiscal 2004/05)

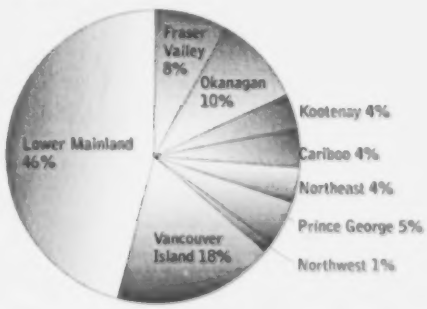
Total = 7,996



New Registrants by Region

(Fiscal 2004/05)

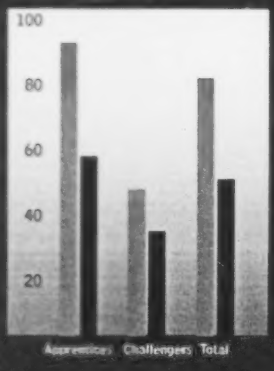
Total = 7,996



Pass Rates for Top Ten Training Programs, Fiscal 2004 / 05

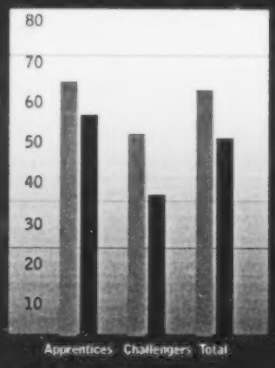
(Registered Trainees; March 31, 2005)

Electrician



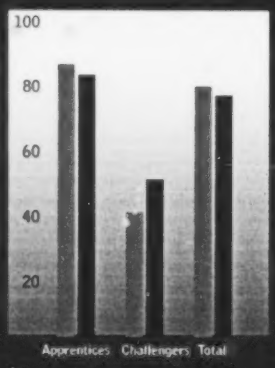
British Columbia (Fiscal 2004 / 05)
National (Calendar 2003)

Carpenter



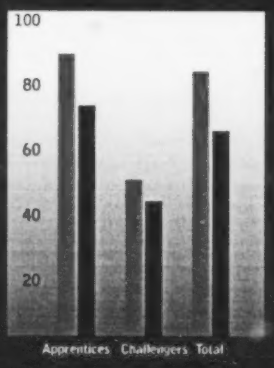
British Columbia (Fiscal 2004 / 05)
National (Calendar 2003)

Plumber



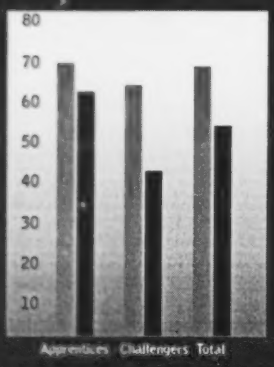
British Columbia (Fiscal 2004 / 05)
National (Calendar 2003)

Automotive Service Technician



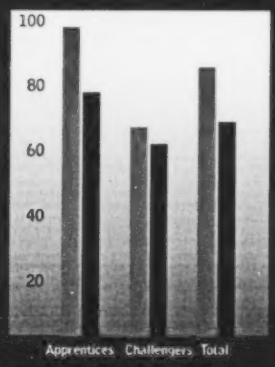
British Columbia (Fiscal 2004 / 05)
National (Calendar 2003)

Cook



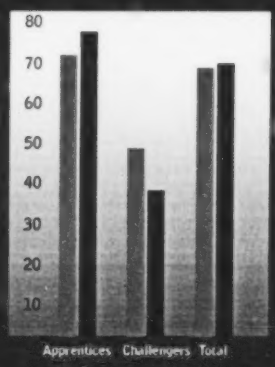
British Columbia (Fiscal 2004 / 05)
National (Calendar 2003)

Millwright



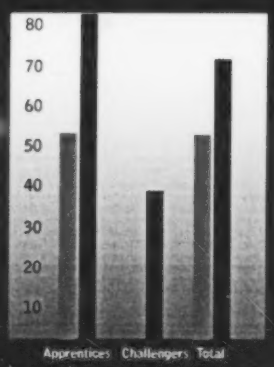
British Columbia (Fiscal 2004 / 05)
National (Calendar 2003)

Heavy Duty Equipment Mechanic



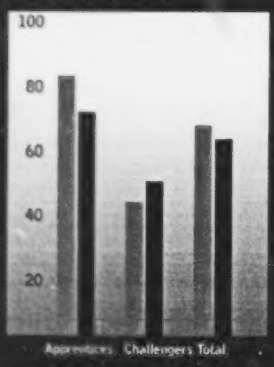
British Columbia (Fiscal 2004 / 05)
National (Calendar 2003)

Sheet Metal Worker



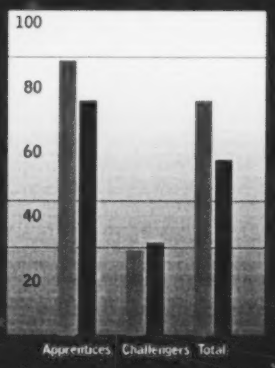
British Columbia (Fiscal 2004 / 05)
National (Calendar 2003)

Commercial Transportation Vehicle Mechanic



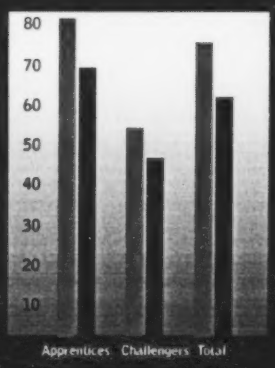
British Columbia (Fiscal 2004 / 05)
National (Calendar 2003)

Refrigeration Mechanic



British Columbia (Fiscal 2004 / 05)
National (Calendar 2003)

Totals (of top 10 programs)



British Columbia (Fiscal 2004 / 05)
National (Calendar 2003)

Design: TMT Communications Ltd.

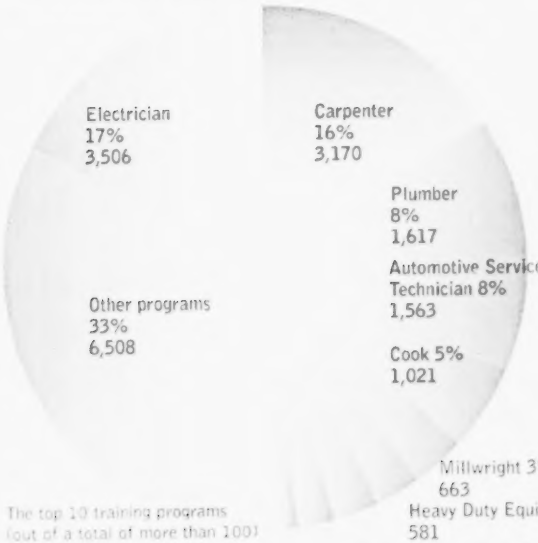
Key Facts

The following graphs and tables present statistical snapshots of different aspects of industry training participation in British Columbia in 2004/05. The Industry Training Authority continues to refine its statistical tracking capacities, in the interests of better understanding outcomes and needs, and ensuring achievement of its performance measures. (See page 16.)

Top 10 Training Programs

Registered Trainees: March 31, 2005

Total – 20,050 Registered Trainees

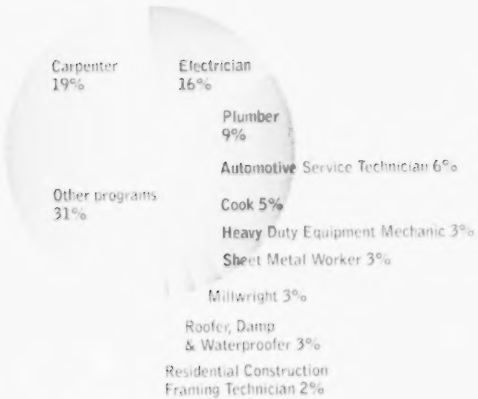


The top 10 training programs (out of a total of more than 100) account for 67% of all registered trainees / apprentices.

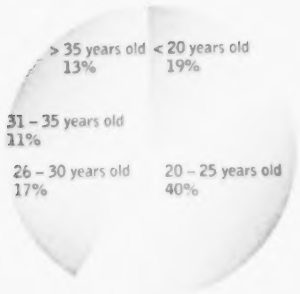
Employers / Sponsors by Number of Registered Trainees

Total – 7,863 Employers / Sponsors

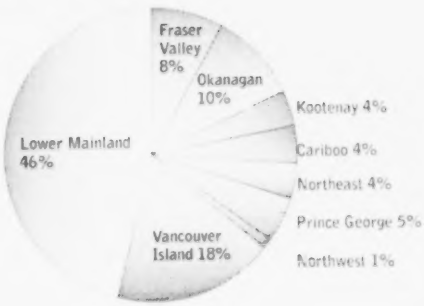
Top 10 Training Programs



New Registrants by Age Group



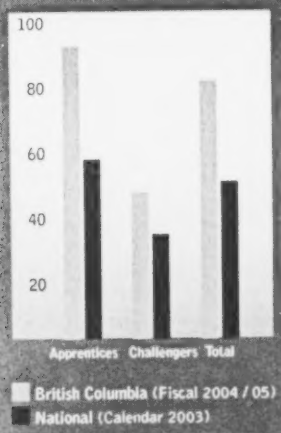
New Registrants by Region



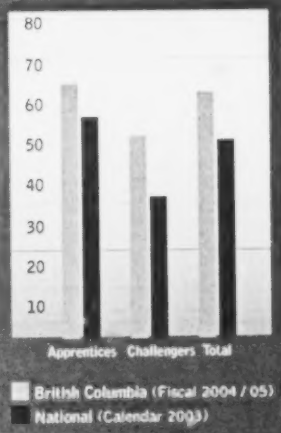
Pass Rates for Top Ten Training Programs, Fiscal 2004 / 05

(Registered Trainees; March 31, 2005)

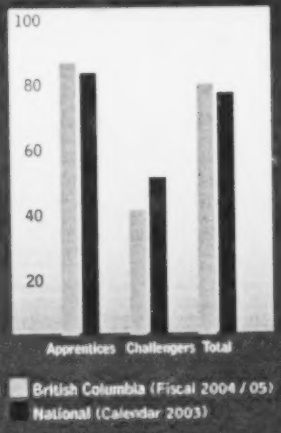
Electrician



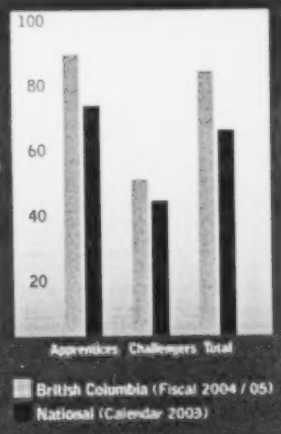
Carpenter



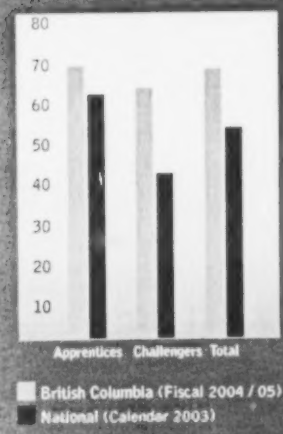
Plumber



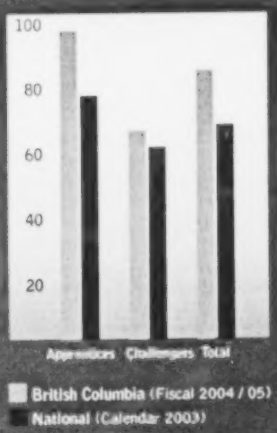
Automotive Service Technician



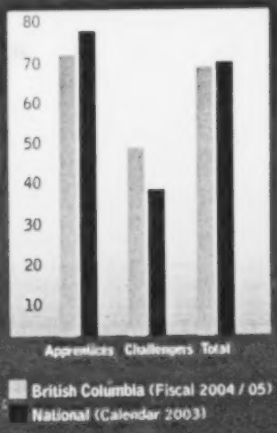
Cook



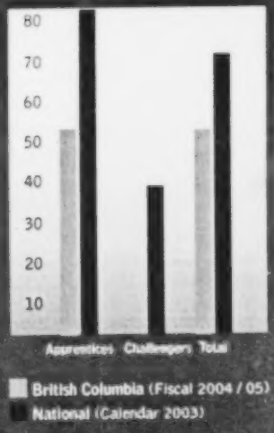
Millwright



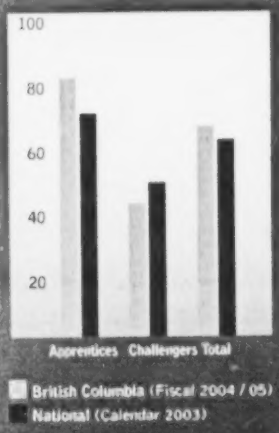
Heavy Duty Equipment Mechanic



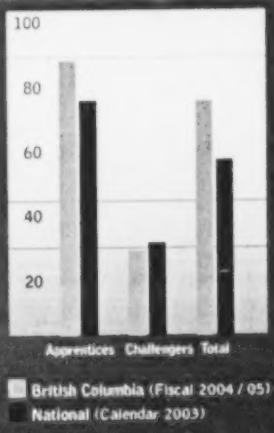
Sheet Metal Worker



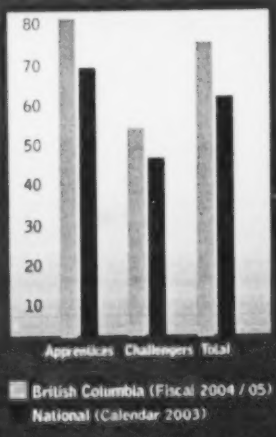
Commercial Transportation Vehicle Mechanic



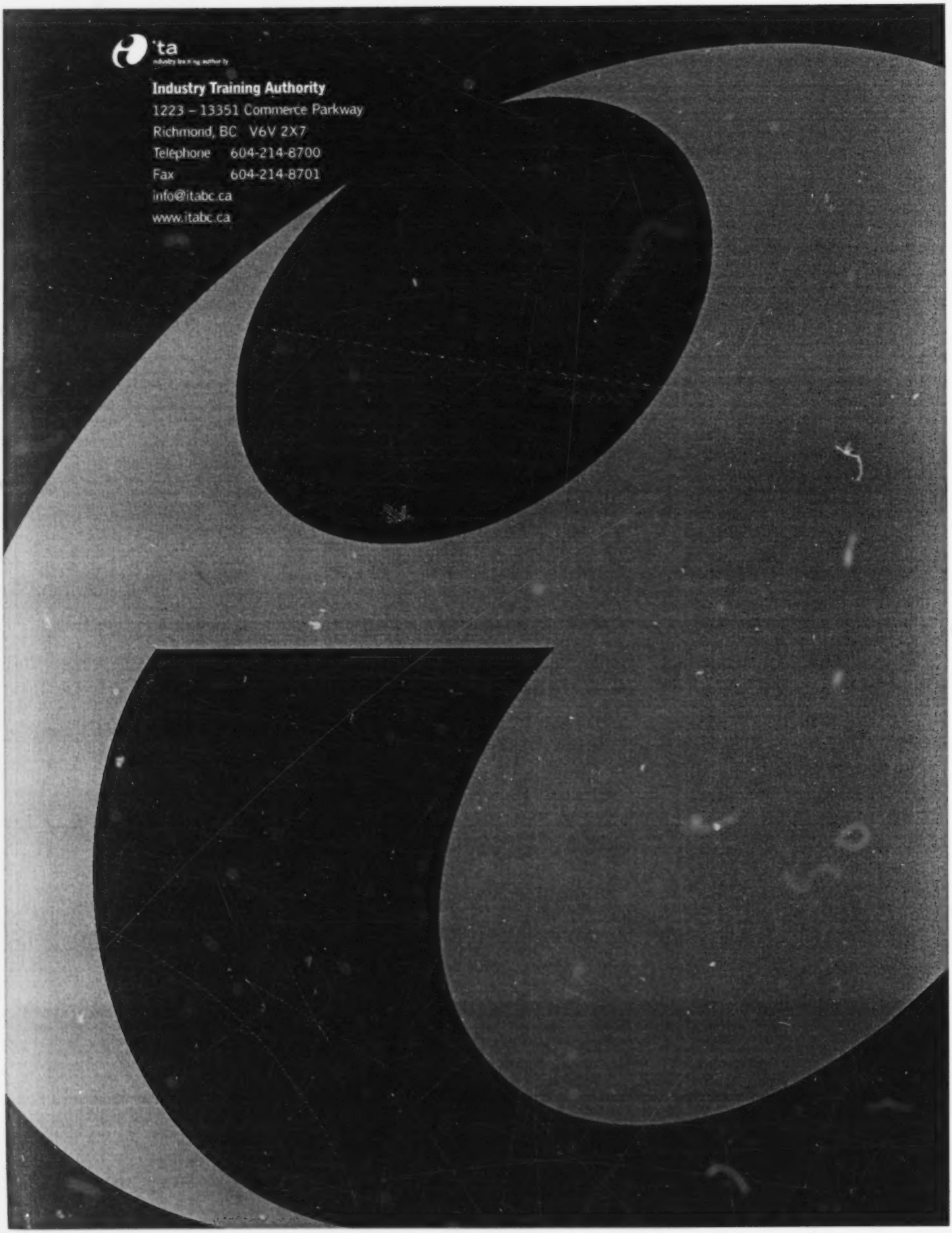
Refrigeration Mechanic



Totals (of top 10 programs)



Design: TMT Communications Ltd.



Industry Training Authority
1223 – 13351 Commerce Parkway
Richmond, BC V6V 2X7
Telephone 604-214-8700
Fax 604-214-8701
info@itabc.ca
www.itabc.ca